# FINANCIAL TIMES

Start the week A ?



Headhunters Lured by respectability

Management, Page 12

Russia's palaces In need of care

and attention Architecture, Page 16



**New Zealand** Banks break with tradition

Today's survey Revitalising South London

Pages 7-10

**MONDAY JANUARY 8 1996** 

## Biggest snowstorm for decades hits **US** air traffic

The largest snowstorm in decades has hit the eastern US. The National Weather Service predicted up to 30 inches (76cm) of snow for the area around Washington DC, which bore the brunt of the storm, and said zero visibility had virtually closed traffic by air along the east coast corridur. Blizzard warnings were issued from western Virginia to New York, including parts of Delaware, Pennsylvania

Intel admits chip speed error: The world's largest chip manufacturer intel said it was "truly sorry" for false results that overstated the performance of some of its newest Pentium chips by about 10 per cent. Page 21

London exchange faces more conflict: The Loodon Stock Exchange faces further conflict over trading reforms as investment banks prepare to block a choice of methods for trading shares. The row follows last week's dismissal of the exchange's chief executive Michael Lawrence, Page 20

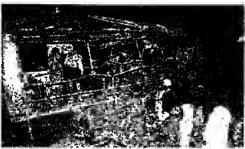
Arafat accuses Israel: PLO chairman Yasser Arafat accused Israel of Friday's killing of the Hamas militant Yahya Ayyash, calling it a violation of the Israeli-PLO peace agreement.

Three share UK lottery jackpot: Nine out of 10 UK adults took part in the country's National Lottery on Saturday, in search of a share of the record £42m (\$64.7m) jackpot. Three tickets will share the biggest prize. Page 5

US product liability awards cut: US juries have been awarding considerably smaller amounts to people who claim to have been harmed by defective products. Page 4

**Goldman Sachs,** the investment bank, is close to boying AMF, the US's biggest operator of bowling

Seven killed in Karachi blast



Seven people were killed and 35 injured wheo a bomb exploded oo a bus in the southern Pakistani city of Karachi, pelice said. Dectors said the death toll could rise. Sindh province chief minister Abdullah Shah blamed unspecified terrorists.

Japan may seek Airbus design review: Japan is expected to request a review of the design of the Airbus A300-600, following an investigation into a 1994 China Airlines crasb in which 264 people died, according to the Japanese national daily, the Yumiuri Shimbun. Page 3

**Indian PM confirms April poli:** P.V. Narisimha Rao, India's prime minister, said he would "definitely" take the country to the polls in April, though a final date remained to be fixed. Page 3

Brazil buyer for failed bank: Brazil's Banco Excel has reached an agreement in principle to acquire Banco Económico, which last year nearly collapsed. Page 4

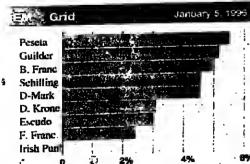
Granada considers next Forte bid move: UK leisure group Granada will decide today how to continue its £3.3bn (\$5.1bn) hostile takeover battle for Forte, the UK's largest hotels group. The most likely move seems to be a rise in the bid. Page 21

China silent on Li visa: China has given uu response to the US decision to issue a transit visa to Li Yuan-zu, Taiwan's vice-president. Page 3

Sinn Féin accused on murders: Sinn Féin, political wing of the IRA, was accused by UK prime minister John Major of directing recent murders in Northern Ireland by a group claiming to be fighting the drugs trade. Page 5

Lincoln Kirstein, joint founder of New York City Ballet, has died in New York, aged 87. His crowning achievement was his role in establishing classical ballet as an American art. Obituary, Page 17

European Monetary Systems The peseta last week managed to climb to the top of the EMS grid, belped by a firmer dollar. The Austrian schilling also moved above the D-Mark, which was generally weaker as the dollar rallied. There was little change tu the spread between strongest and weakest currencies. Currencies, Page 29



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a 2.25 per cent band.

Azzirta         Sch27         Greece         DH00         Maita         Lm0.95         Cetar         CR13.00           Batricar         Din1250         Hong Kong         HKS20         Moocco         MDH6         SAraba         SR12           Bedgum         BF75         Hungary         R220         Neth         A 4.75         Singapores\$4.30           Bulyarie         LW200         India         R270         Nigeta         Nica20         Sovak Rp         S665           Cyprus         C21.20         India         Sk7.90         Onean         OR1.90         Scalin         Puzzo           Connant         E15.00         Japan         Y500         Prespines         Re40         Swidtz         Sriftz						_	
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## Clinton's budget plan rejected

US Republicans yesterday rejected President Bill Clinton's latest budget plan, as Mr Robert Rubin, the US Treasury secre-tary, warned that without agree-ment by mid-February he might

cuts than the Republicans are demanding. Other provisions include a cut uf \$102bn from healtbcare programmes for the elderly, lese than balf that

The White House said the president's plan "clearly shows" that the budget could be balanced in seven years using Congressional Budget Office (CBO) estimates, without deep cuts in health and education spending demanded by the Republicans.

shutdown as Rubin warns of debt default

The plan submitted by Mr Clinsubmitted a balanced budget proposal, but still strongly disagreed with the details.

Mr Clinton met Repoblican

leaders on Saturday night and is expected to hold further discussions with them today, but they are still far from agreement. On Saturday, he also signed two bills that provided for a return to the public payroli for 750,000 work-

whip in the House of Representatives, yesterday derided the presideot's latest plan, his fifth, although Mr Clinton had com-plied with congressional demands for a balanced budget in seven years using the CBO esti-

However, the plan called for \$400bn more in spending than the proposed Republican budget, and constrated that Mr Clinton is "a liberal Democrat who wants to continue spending", Mr DeLay

For two months, the Republican-controlled Congress has refused to pass a measure raising the limit on a national debt without agreement by the president

to balance the US budget by 2002. Mr Rubin has only avoided a default by underinvesting in gov-ernment pension funds. Mr Rubin, who said the US was

"okay" in servicing debts until mid-February, insisted yesterday that he had acted within the law to avoid a default and dismissed Republican calls for his impeach-

He said he would continue to search for a strategy to avoid default using means approved by the Treasury's lawyers: "We have not yet found a measure that is fully compliant with all the requisite statutory authorities, but we are working full board to get us beyond that period."

Celebration for ANC's 84th birthday

The tactics used to avoid a default have inturiated Republicans, who had expected that the threat would bring the president to his knees weeks ago. Instead the longest government shut-down in history has hurt the Republicans' standing in the

Mr DeLay accused Mr Rubin of flooting the pensions funds" and also denied yesterday that the Republicans had retreated hy approving legislation on Friday that would allow the government to recognize the language.

to reopen until January 26.
"We haven't retreated, and we haven't caved in," Mr DeLay said. "We made the president lay a budget on the table, he should have laid out back in November." He said House Republicans had concluded Mr Clinton did not really want a balanced budget.

Budget analysis, Page 4 Lex, Page 20

## coalition to support **Hashimoto** as new PM

Japanese

Leaders of Japan's three ruling coalition parties are today due to endorse Mr Ryutaro Hashimoto, the combative president of the Liberal Democratic party, as next prime minister. This will pave the way for Mr

Hashimoto, who takes a tough line against foreign trade pressure, to win the support of parliament - where the coalition has a majority in both houses, in a vote on Thursday.

The coalition accord, which

also includes the new government's policy manifesto, follows the surprise resignation on Fri-day of Mr Tomichi Murayama, Japan's socialist leader.

Mr Hashimoto plans immedi-

ately after the vote to announce a radical cabinet reshuffle designed to tighten the LDP's grip on government, according to party offi-cials. Yesterday's pact was made possibla by compromises from the LDP, the dominant member of a disparate coalition which groups Mr Murayama's Social Democratic party and the left-leaning New Harbinger party (NHP). Neither of the LDP's two

smaller partners share Mr Hashimoto's eagerness to go to the polls and the LDP itself is divided on when to face a general elec-tion. But both Mr Murayama and Mr Masayoshi Takemura, leader of the NHP, acknowledged Mr Hashimoto as the coalition candi-

date for new leader yesterday.

The LDP also agreed, to satisfy
the NHP, to "make efforts" to
clarify who was to blame for the near bankruptcy of seven housing loan companies which have had to be wound up with the controversial help of at least Y685bn (\$6.7bn) from public

This is a bolder promise than It sounds, because the housing loan companies were in Mr Hashimoto's charge when he was finance minister from 1989 to 1991, when their lending to overvalued property schemes peaked.

The coalition's decision to hold on to power will be unpopular,

Continued on Page 20 Coalition sets out agenda, Page 3 Editorial Comment, Page 19

## Republicans deride fifth attempt to end

be unable to prevent a US debt Mr Clintou's new plan is based on proposals by Senate Demo-crats which include smaller tax

requested by Republicans.

ton provides for tax cuts of \$87bn seven years, while the Republicans are demanding \$245bn in tax reductions. Senior Republicans expressed some sat-isfaction that Mr Clinton had

Mr Tom DeLay, the Republican

Yeltsin draws up list of candidates

for Kozyrev's job

By John Thomhill in Moscow

President Boris Yeltsin has begun the search for a new foreign minister whose appointment is expected to signify a change in style rather than substance in Russia's foreign policy.
Observers of the Russian politi-

cal sceoe have already suggested several possible replacements, from the ranks of diplomats, par-liamentarians and presidential aides, for Mr Andrel Kozyrev who resigned on Friday. Mr Victor Chernomyrdin, the

prime minister, last week held meetings with the leaders of the biggest parliamentary factions in which it is believed he discussed possible cabinet changes. However, Mr Yeltsin's spokes-man has stressed that Mr Kozyr-

ev's departure resulted from his "mistakes" and did not signify a shift in Russian foreign policy. Mr Kozyrev, Mr Yeltsin's longestserving minister, had been criticmonths for not defending Russian interests more vigorously.

Nonetheless, Mr Yeltsin's choice of a successor will be analysed abroad for clues about the mood in the Kremlin after the strong showing of communists and ultra-nationalists in last month's parliamentary elections. Foreign policy observers suggested the Ideal candidate

must fulfil three functions: command the trust of Mr Yeltsin, win the respect of the more nationally minded parliament and maintain good relations with the

towards the former Yugoslavia. Mr Yeltsin may be tempted to appoint a relatively colourless career diplomat, such as Mr Igor lvanov, first deputy foreign min-ister, or Mr Vitaly Churkin, ambassador to Brussels. Both these men have spoken for Russia in negotiations over the fate

Such candidates would be unlikely to prove offensive to parliament, but could be closely controlled by the president. Mr Yeltsin recently created a foreign policy council, independent of the Ministry of Foreign Affairs, which is expected to play a higger role in developing foreign pol-

of the former Yugoslavia.

However, the president could opt for a more influential diplomat who has well-articulated views about Russia's international role. Some western diplo-mats have tlpped Mr Anatoly Adamishin, ambassador to the Last year Mr Adamishin was

holiday home in Sochi, prompting speculation that he might play a more prominent role in Russian foreign policy.

Another candidate of similar stature and nationalist outlook is

recalled for talks at Mr Yeltsin's

Mr Yuli Vorootsov, ambassador to the US, who has played an important role in nuclear disarmament talks. The third option may be for Mr

> Continued on Page 20 Cloudy crystal ball, Page 2

Mandela celebrates the 84th hirthday of his ruling African National Congress with South African musician Condry Siqubu. In his annual policy statement Mr Mandela called on his rivals to co-operate in the

## Germany's FDP pledges tax cuts in fight for survival

Germany's small, liberal Free Democratic party has staked its political survival on securing an early cut in income taxes, despite the risk of conflict with its Christian Democrat and Christlan Social Union partners in the federal government coalition.

At the party's traditional newyear meeting in Stuttgart, Mr Wolfgang Gerhardt, the FDP chairman, insisted a start be made next year on ending the heted "sulidarity surcharge". This adds 7.5 per cent to income tax bills to finance restructuring of the east German economy.

Declaring that lower taxes and reduced spending were the way to create jobs, Mr Gerhardt said elimination of the surcharge would be the "decisive signal" for fostering individual initiative and reducing public sector involvement in the German economy.

His wurds could strain relations between the FDP, the junior coalition partner in Bonn, and Mr Theo Waigel, the finance ministhat such action could push Germany's hudget deficit above the Maastricht ceiling of 3 per cent of gross domestic product.

However, the FDP has little option but to pursue distinct policies, even though they could bring confrontation. After 12 state election defeats,

the party is facing an important test on March 24 when voters in Baden Württemberg, Rhineland Palatinate and Schleswig Holstein go to the polls. It needs 5 per cent of the votes in each state to be represented in their parliaments, but a national opin-lon poll published in the newspa-per Die Woche last week gave the FDP just 3 per cent support.

Failure to secure the 5 per cent needed in one or more of the elections could renew internal strife in the party, which last month saw the resignation of left-of-cen-tre Ms Sabine Leutheusser-Schnarrenberger from the post of justice minister in Bonn. A split

ter and CSU leader, who yesterday again ruled out an early cut in the surcharge. Mr Waigel fears Kohl, which has a majority of

the lower house of parliament.
The policy of differentiating the FDP from its coalition part-ners is the idea of Mr Guido Westerwelle, the party'e ambitious 34-year-old general secretary. At Saturday's meeting, he poured scorn on the CDU and CSU for, in effect, being social democratic parties while marking out tha FDP as the party of the individ-

Other speakers also underlined the FDP's independent status. Mr Klaus Kinkel, the foreign minister and former FDP leader. declared that the party would be loyal to the Bonn coalition but that its partners should realise it had its own views and price. As if to emphasise the point, he adopted a more strident tone than usual on several foreign policy issues. Ha condemned French nuclear tests and demanded that Russian president Boris Yeltsin

halt the war in Chechnya.

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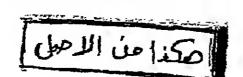
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## Italy ensures turbulent backdrop for EU

thoughtful enough to distribute a simple but elegant diary for 1996.

It contains a list of names and telephone numbers of all memhers of the government, beaded by Mr Lamberto Dini as prime minister. As the country's politicians dehate the future of Mr Dini, who tendered his resignation just hefore the new year, some might accuse the prime minis-

ter's office of optimism. Certainly Mr Jacques Santer, president of the European Commission, who meets Mr Dini in Rome today for the first formal session of the Italian presidency of the EU, must be wondering wbether Mr Dini will be his interlocutor for the next six months. Matters will be unclear for up to two weeks.

Mr Dini has staked his claim to continue in office - with a reshuffled cahinet, if necessary - on the grounds that he is the most suitable figure to guide Italy during the EU presidency, which rotates every six months through the 15 member states. Already he has left his mark

The Italian prime minister's office has been Rome's presidency of the Union is likely to be hampered by uncertainty surrounding Dini's future, writes Robert Graham

> by ensuring his bome town of Florence is the site of the main council meeting, while Turin. the native city of Ms Susanna Agnelli, his foreign minister, has been chosen to hold the opening of the intergovernmental conference (IGC).

> However, as all the political leaders admit in private, maintaining Mr Dini with a stable government for the duration of the EU presidency is merely a means of postponing the date of a general election until at least June. The EU presidency only

> emerged as a factor in domestic politics last autumn. Before then, most politicians representing a wide swathe of opin-ion raised no objection to an election in February or March. This would have meant the first part of the presidency being taken up with campaigning and the latter half with forming a government, given the length of the Italian politi-

Even those who now advocate holding elections in June
- principally the centre-left
coalition that has backed Mr Dini - recognise this means having a caretaker government for the latter part of the presidency. Given that parliament has to be dissolved at least 45 days before an election, there would be no executive govern-

ment from early April. Whatever the scenario it will be difficult for Mr Dini, or any other government, not to he distracted by a turbulent domestic backdrop. If he is confirmed in office, Mr Dini, a former director general of the Bank of Italy, will be the first non-elected figure to head an EU presidency.

The preoccupation with domestic politics has ensured that Italy has given little thought at the political level to any serious initiative during the presidency. However, the hureaucrats have been hard at ties, will make this a relatively work and claim to have pre- uncomplicated presidency.

pared the agenda minutely. Compared with Italy's previous presidency, rather more input has come from the prime minister's office.

This is because the upper echelons of the foreign ministry were left divided by the experience of Mr Antonio Martino as minister under the 1994 Berlusconi government; Mr Martino, for the first time, introduced a strong dose of Euro-scepticism into EU policy. Mr Dini over the past year has been concerned to hring Italy back toward the mainstream

Thus, despite government uncertainties, the Italian presidency is unlikely to reflect any of the Martino era Euro-sceptic ethos. Furthermore, officials point out that the absence of contentious issues on which decisious have to be taken over the next six months, combined with the low-profile presidency imposed by political uncertainThis view is shared by Italy's main partners in Brussels.

The main event will be the opening of the IGC at Turin on March 29-30. It is probably too late for it to be much more than a symbolic occasion for a restatement of falth in the European ideal, Nevertheless, the Italian government may well use the occasion to prodoce some fresb ideas on economic convergence criteria which would reflect the country's problems of compliance with the current Maastricht norms by 1998.

Italy is expected to do its best to carry forward the Mediterranean initiatives begun by the Spanish at Barcelona in November, the centre-piece of which was the beginnings of a free trade zone between the EU and 12 Middle Eastern and North African states. The Italians will also probably raise the question of immigration higher up the agenda.
It is also likely that they will give more attention to the question of employment - hoth to demonstrate to the Italian public that Europe cares about a key domestic issue, and to give new impetus to the Delors white paper on jobs competi-tiveness and growth. This was prepared under the then Commission president, Mr Jacques Delors, in 1993 and has since been gathering dust.

Whoever is in government will have to give urgent attention to beefing up the foreign ministry for the presidency. Although Ms Agnelll, the sister of patiting Flat hose Givennia of retiring Fiat hoss Giovanni, can he arrogant and easily hored, Italy's partners have no quarrel with her as minister.

The problem is the need for the minister to bave more help. In the previous Italian presidency, tha foreign ministar was backed by four under-sec-retaries. At present there are only two and one of these, Mr Emanuele Scammacca, an EU expert, is due soon to become ambassador to Russia.

Discussion has centred this week on appointing a deputy minister with special powers for the term of the presidency.

#### **EUROPEAN NEWS DIGEST**

## Rome accused on phone costs

Italian unions, consumer associations and politicians are calling on the government to withdraw or rethink changes to telephone tariffs which will increase the cost of many local calls. Ministers signed decrees on Friday which will increase local call charges at peak daytime hours, and raise the domestic and business subscription pald to Telecom Italia, the state-controlled telephone company.

Unions have accused the government of going back on a commitment not to increase public service tariffs, and warned that the changes may fuel inflation. The government argues that the increases will be more than offset by the extension of the off-peak period and the reduction of long-distance and some international call charges. Telecom Italia claimed the net result would be a L380bn (\$239m) reduction in annual income from subscriptions and tariffs.

Italy is the latest European government to feel the wrath of consumers and unions in its attempt to "rebalance" tariffs, bringing consumer charges into line with costs, and improve the state telephone company's ability to compete with EU operators. On Friday, Germany's post and telecommunications ministry suggested Deutsche Telekom review the figures on which its tariff changes were based, in an effort to end a row over rises in local call charges.

Andrew Hill, Milan

#### Santer confident on Emu

Mr Jacques Santer, European Commission president, said yesterday be expected up to nine of the European Unioo's 15 members to qualify to start up a single EU currency on schedule in 1999. "I am confident, at least according to our forecast at this moment, that seven to nine members will fulfil the criteria," he said on German television. "I am confident that we can meet the deadline. We must meet it."

EU leaders have made it clear that economic and monetary union will not take place unless it includes both Germany and France – which is struggling to meet the tough economic criteria for countries joining Emu. But Mr Santer reaffirmed there could be no relaxation of the criteria - a position strongly advocated among others hy Bonn, which wants to

ensure that a single currency is no weaker than the D-Mark.

"There will be no softening of the convergence criteria while
I'm around," Mr Santer said.

Reuter, Bonn

## Sogemin 'surprise' over writ

Sogemin, the London Metal Exchange trading company owned by Union Minière, the Belgian metals group, yesterday said the legal action started against it last week by Chile Copper Corporation (Codelco), alleging conspiracy to defraud Codelco, had come as a surprise.

The writ provided no evidence of bow Sogemin was implicated in the improprieties alleged, it added.

Nevertheless, Sogemin said, it was conducting a full internal investigation into the matter. The company also made it clear the writ did not refer to the \$170m Codelco lost through speculative trading in the LME's copper market between 1990 and 1990 Codelco Codelco in the track trading to recover only. and 1993. Codelco said last week it was trying to recover only excessive commissions and other improper payments made during those years, plus interest and damage

Sogemin yesterday pointed out it oever had its own office for brokerage in Chile but "certain aspects" of its business in the country were conducted via a local company appointed for this purpose as this was required by the Chilean government.

Codelco's lawyers indicated last week the group expected to start other action against metals brokers in London and New York. Mr Juan Pablo Davila, the trader responsible for Codelco's losses, dealt with 22 other LME hrokers as well as

#### Ken Gooding, Mining Correspondent Aznar holds opinion poll lead

China

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Spain's conservative Popular party has a nine-point lead over Maria Aznar is likely to be close to an overall majority when general elections are held on March 3, according to an opinion poll published yesterday. Mr Aznar opened a 10-point lead over Mr Felipe González, the prime minister, in the European elections of June 1994 and the gap between the two parties has

remained virtually unchanged in opinion polls.

The latest poll, published by the Madrid daily El Mundo. gave the Popular party 40.3 per cent of the vote and Mr Gonzalez's Socialist party 31.2 per cent. According to the poll, the conservative opposition could return between 165 and 178 members to the 350-member parliament, up from the 141 seats it won in general elections in June 1993. The Socialist party, which has been in power since 1982, could have its current parliamentary tally reduced from 159 seats to between 115

## Chechnya separatists 'killed'

Russian troops in Chechnya said they had killed 27 separatist fighters and destroyed an arms depot in the hreakaway region over the weekend, interfax news agency reported. The military command refused to say exactly how or where the separatists died but said there were no Russian casualties

On Saturday, Mr Pavel Grachev, Russian defence minister, predicted an upsurge in fighting between federal troops and separatists in Chechnya, but said peace talks should continue He said the separatists loval to Chechen leader Dzhokhar Dudayev had used a relative lull during peace talks in the Chechen capital of Grozny to "prepare their weapons and recruit mercenaries". Russian forces regained control of Gudermes, 30km east of Grozny, on December 25 after some of the worst fighting seen since a June ceasefire. Refugees fleeing Gudermes, Chechnya's second biggest town, spoke of hundreds of civilians killed.

## Abkhazia attack condemned

Mr Eduard Shevardnadze, Georgian leader, yesterday condemned the killing of eight Georgians in separatist Abkhazia and said the action was intended to disrupt the peace process in the Black Sea province. A Georgian security ministry spokesman said Ahkhazian fighters killed eight people, including an entire family of six, in the province's Gali region on Friday.

Mr Shevardnadze said in a statement that the killings were aimed at hampering the peace process. Georgia has insisted that Abkhazia is part of its territory, rebel fighters captured the regional capital Sukhumi and forced out Georgian troops

Russia, which is trying to mediate in the three-year conflict, has a 3,000-strong peacekeeping force close to the border between the province and Georgia proper. Figures from both sides say more than 7,000 people have been killed in the conflict and more than 200,000 ethnic Georgians, half the province's population, have been forced to flee. Reuter, Tbilis

## Blasts in Corsica continue

A bomh blast, claimed by Corsican separatists, caused serious damage to a government huilding yesterday, but no casualties There have been an estimated 20 such attacks in the past few weeks on the French Mediterranean island. The latest blast damaged the ground floor of an educational administratioo building in Bastia, northern Corsica.

The attack came as Mr Jean-Louis Debré, French interior minister, prepares to visit the island this month in an attempt

## Swiss expel Russian diplomat

Switzerland has expelled a Russian diplomat from Moscow's mission at the United Nations in Geneva for "illegal espionage activities", the federal justice and police ministry said yesterday. The diplomat, who was not named, returned to Russia on December 21, the ministry said. The weekly newspaper SonntagsBlick said 44 spying cases were uncovered by Swiss anthorities between 1984 and 1994, including 12 cases of espionage for the former Soviet Union.

Fears over Russian economic reform commitment overshadow loan decision

## IMF peers into cloudy crystal ball

government ministers must bave celebrated Orthodox Christmas uneasily yesterday as they dwelled on the latest rumours that President Boris Yeltsin was preparing to ditch some of their most forceful supporters.

After the surge in support for communists in last month's parliamentary elections, Mr Yeltsin lashed out at "saboteurs" within the economics ministry whose mistakes had undermined the credibility of

Moscow was ahuzz at the weekend with rumours that Mr Yeltsin had signed a decree sacking Mr Yevgeny Yasin, the liberal economics minister, and his deputy, Mr Yakov Urioson, who have provided much of the intellectual ballast for the reform agenda.

Mr Yasin denied he was about to be dismissed, but the virulence of the speculation highlights the intensity of the battle raging for Mr Yeltsin's political soul. As the removal last week of Mr Andrei Kozyrev, his ever-loyal foreign minister, has shown, the calculating 64-year-old president is prepared to sacrifice any pawn to give himself a hattling chance in the endgame for the presidential elections scheduled in June.

There are those within Mr Yeltsin's entourage who argue

The Financial Times

plans to publish a

Survey on

European

Services

on Thursday,

February 8.

readers in 160 countries

contact:

Kirsty Saunders

Tel: 0171 873 4823

Fax: 0171 873 3204

Polly Attwood Tel: 0171 673 4685

ax: 0171 873 3062

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ussia's reform-minded that be should steal his opponents' economic clothes and halt privatisation, intervene more actively to support crippled industries and increase spending on social welfare even if it leads to higher inflation. They take it as read that, health permitting, Mr Yeltsin will stand for re-election this

> Such swirling uncertainties make it difficult to predict the course of economic policy with any confidence. Pity, then, the International Monetary Fund. which is in advanced talks with the Russian government about releasing one of its biggest loans.

Within the next few weeks the IMF must decide whether to continue hacking Russian economic reform with a hudget support loan, known Extended Fund Facility, which could lead to the phased dishursement of \$9hn-\$15bn over the next three years.

The decision could have a critical impact on the development of Russia's fragile market economy - and the credibility of the IMF Itself.

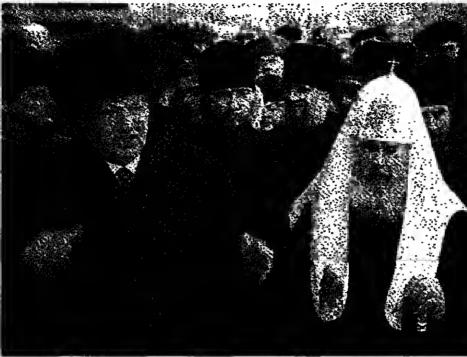
Independent economists suggest the successful implementation of an IMF lending pro-gramme could entrench the economic progress the Russian government has made in 1995 and help spark growth this

But a refusal to grant the loan would be widely viewed in Moscow as a massive vote of no confidence by the west in Mr Yeltsin.

It could seriously damage the Russian economy, given that the government has already pencilled IMF funds into its hudget plans.

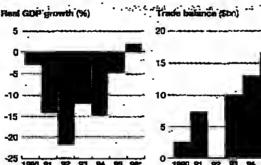
The IMF prides itself on a reputation for assessing loans on the basis of economic merit, rather than political hypothesis. Last year, for example, it had no qualms about agreeing a \$6.8hn loan with Russia while the conflict in the hreakaway region of Chechnya was still

Politics are only deemed relevant insofar as they affect the government's ability to deliver on its economic commitments. But doubts may be beginning to creep in on precisely that score, given the uncertainty over whether the ministers



Boris Yeltsin at a service to celebrate the Russian Orthodox Christmas in Moscow yesterday

Russia: on the brink of bearing reform fruit



likely to sign an IMF agree- The monthly rate of inflament will remain in place to implement it - especially if a

communist candidate were to win the presidency. The political situation is clearly unsettled and that will make it difficult to make substantial progress on economic stabilisation - or even hold the fort," says one western econo-

The IMF may gamble on the fact that Mr Yeltsin has altered his rhetoric - and even sacrificed government personnel hefore - without fundamentally changing policies.

In 1993, for example, the reformers were alarmed when Mr Victor Chernomyrdin, a dour Soviet-style apparatchik Yegor Gaidar as prime minister and lashed out at "market romanticism". But Mr Chernomyrdin has stuck doggedly to a



Budget balance (% of GDP)

- -10

tion in 1995 was cut from 17.8 per cent in January to 3.2 per cent in December and could fall even further this year. The government estimates every I percentage point fall in inflation lifts 700,000 people above

the poverty line. • The central hank has amassed considerable hard currency reserves and established real credibility in holding the rouble within a narrow band

since summer. The 1996 hudget, which forecasts a hudget deficit of less than 4 per cent of gross domestic product, has been adopted by parliament earlier than in

vious years. Industrial production appears at last to bave bottomed out and in 1996 may register its first annual increase this decade. The OECD is forecasting a 2 per cent rise in gross domestic product this

"Without question, the goverument has made substantial progress on the macro-eco-

nomic front," says Mr Charles Blitzer, chief economist at the Moscow office of the World Bank. "The economy is showing signs of turning the cor-Mr Yeltsin's strategists may

yet conclude his best chances of re-election come from pressing ahead with the main thrust of the government's tough economic policy while trying to smooth its edges hy ensuring wages and pensions are paid fully and on time.

Mr Yeltsin may also take some comfort from the Fund's arguments that real economic stabilisation often proves politically popular.

This was shown in Brazil in 1994 when Mr Fernando Hen-rique Cardoso, the tough-mided finance minister, was elected president.

Whatever is in doubt, it is certain the coming weeks will provide a compelling test of both Mr Yeltsin's commitment to economic reform and the

John Thornhill

## Warsaw cuts key interest rates

By Christopher Bobinski in Warsaw

The National Bank of Poland (NBP), the country's independent central bank, has lowered its two main interest rates hy two percentage points.

The "crawling peg" devalua-tion of the zloty against a basket of currencies is also to be reduced from a monthly 1.2 per cent to 1 per cent in an attempt to slow the growth of foreign currency reserves, which rose 89hn last year to \$15bn.

The decision by the NBP will he greeted with relief hy Poland's former communist-led coalition government, which has long argued for lower interest rates to match falling inflation.

From today the bank's lombard rate, which is designed to act as a ceiling for the domestic interbank market, will be an annual 26 per cent while the

The NBP says consumer prices at the end of last year were 22.5 per cent higher than at the end of 1994 and it is ready to accept that the gov-ernment's inflation target of 17 per cent this year could well be achieved.

Ms Hanna Gronkiewicz Waltz, who heads the hank, took a fiercely anti-communist line in her failed campaign to win the country's presidential election last November. She said recently that relations with Mr Grzegorz Kolodko, the finance minister, were good, signalling a possible thaw in wbat has heen, at times, a hruising debate on monetary policy.

The decision to lower interment assumes a lombard rate est rates was anticipated by averaging 24.3 per ceot over foreign investors, who have the year.

heen moving in recent days to purchase government hills with the resulting inflows of foreign currencies. This prompted the central hank to speed its decision, which had been expected around the middle of the month.

The Warsaw Stock Exchange also saw a revival in its fortunes ahead of the interest rates move as the main WIG indicator rose by 9.4 per cent in the first trading week of the new year, and hy 4.3 per cent to \$.298.9 on Friday, when the cuts were announced. The NBP's decision comes as

parliament is due to pass this year's budget, which includes a planned delicit equal to 2.8 per cent of gross domestic product. with the economy set to grow hy 5.5 per cent. In the hudget the govern-



Hanna Gronkiewicz Waltz: cordial relations

## Mostar tension threat to peace' By Laura Silber in Belgrade

The BU administrator of

Mostar yesterday warned that failure to unite Moslems and Croats in the shattered Bos-nian city would jeopardise peace in Bosnia. Mr Hans Koschnick told Reuters news agency: "If Mostar is not a united city, there

will be no federation. Europe should be aware that, with the collapse of the federation, there will be a completely different situation." Armnured cars from the

Spanish contingent of the 60,000-strong Nato-led Implemention Force (Ifor) yesterday patrolled Mostar as tensing continued after the shooting of a Moslem youth on New Year's day and a Croat policeman on Saturday. Croats and Moslems exchanged suiper and grenade fire on Saturday night. Renewed classies in Mostar

would make a mockery of a unified Bosnia, said Mr Koschnick. He would not allow Mostar to be a Balkan Berlin, spot into hostile zones like the German city during the cold war. If the two communities refused to co-operate, "we shnuld pack np, take nur money and leave".

Mostar, in sonth-western Bosnia, has come to symbolise the festering enmity between the Moslems and Croats, nominal allies in a Bosnian federation brokered by Washington in February 1994 to end their year-long war.

Under the Dayton agree-

ment, the federation and Republika Srpska, the Serh entity, make up the new Bosnian state. Ifor is currently being deployed throughout the war-torn country to cement the accord which rests on the Moslem-Croat alliance. Bosnian Croats, like their Serh counterparts, declared their own ethnic statelet soon

after the outbreak of war in

April 1992. Last week the

mayor of the Croat-held part

of Mostar said Croats wanted the city as their own capital. Ifor troops in Bosnia have come under fire five times in four days and will not hesitate to shoot back. Nato said yes terday. Two bullet holes were found in a French Falcon 50 aircraft after landing at the

Sarajevo airport Close air support was called in over northern Bosnia in a show of force in two separate incidents - one involving Bos nian Serb forces and the other Moslem or Croat, Nato said.

Meanwhile, Sarajevo is dne next month to be re-unified under Bosnian government control. Bosnian Serbs yesterday launched a campaign to evacuate children living in parts of Sarajevo due to handed over to the Moslem-led Bosnian government as Mr Radovan Karadzic, the Bosnian Serb leader, pledged to fight by "political means" to keep the areas.

In his first public appearance in three weeks, Mr Karadzic delivered a televised message for the Orthodox Christmas: "A sovereign and recognised Republika Srpska has been created. It is not as big as it should be, but it is hig enough to accept all Serbs west of the Drina river," in reference to the river separating Bosnia from Serbia proper. Indicted for war crimes by

an international trihunal, under the Dayton accord, Mr Karadzie cannot hold office or stand in alections due to be held within nine months.



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## Japan's coalition sets out agenda

By William Dawkins in Tokyo and Our Foreign Staff

Japan's three ruling coalition parties yesterday agreed an accord which includes the new government's policy manifesto. The agreement, reached by the coalition of the Liberal

Democratic party, Socialists and the left-leaning New Harbinger party, paves the way for LDP leader Ryutaro Hashimoto to take over the reins of govarnment from the outgoing prime minister, Mr Tomiichi Murayama, who announced his resignation on Friday.

Yesterday'a pact was made possible by compromises by the LDP, which agreed to delay a general election for six months in order to win the loyalty of its coalition partners.

The agreement also includes become a military power again.

Also agreed were the lifting of curbs on holding companies a promise, in deference to the pacifist wing of the SDP, to push for a review of US forces on the southern island of Okinawa, a slight concession from

to promote entrepreneurship. and a reduction of the current account surplus to 1 per cent of



The Asahi Shimbun newspaper announces the Birth of the Hashimoto Administration' at the weekend

the LDP's traditionally pro-US . military stance.

Coalition officials yesterday said the tripartite agreement covered such areas as reform of the United Nations, the Diet (parliament), politics, administration and education as well as Japan's pledge not to

gross domestic product from the 1995 level of 2.1 per cent. On foreign policy, the coalition accord calls for reassessment of US ties, already on the agenda for discussion when US President Bill Clinton visits Tokyo in April, as well as development of diplomacy

towards other Asian nations. streamline Japan's military

forces and raise efficiency · bearing in mind the opinions of Japan's Asian neighbours and of domestic opinion, practise caution in promoting moves to win a permanent seat on the UN Security Council; ensure financial institutions take full disclosure steps. Try to recover debts from ailing private mortgage companies, or jusen, and clarify the

responsibilities on the issue: • take quick steps to review the financial structure built around the finance ministry. and to create a fresh financial system with greater transparency. The coalition will try to ensure a system to deal

towards other Asian nations.
Under yesterday's agreement the coalition also aims to:

under yesterday's agreement the coalition also aims to:

aid victims of acts of terrorism by the doomsday cult Aum Shinri Kyo and study ties between politics and religion; promote steps to normalise Japan's ties with North Korea: · promote streamlining and reduction of US bases in Okinawa without jeopardising secu-

rity ties with the US. Kyodo reports: A car driven by a lance corporal from the US Marine Corps in Okinawa was involved in an accident that led to the deaths of a woman and her two daughters yesterday. The incident follows public outery over the presence of US forces following the charging of three soldiers over the

rape of a schoolgirl. Editorial Comment, Page 19

needs atronger leadership than Mr Murayama has been able to provide.

The Yomiuri Shimbun, the most widely read national daily, said there

was strong public criticism of the style of transfer of power within the coalition

Frustration with the coalition govern-

ment has been huilding up in Japan ever since the sudden resignation of the former prime minister, Mr Morihiro

Hosokawa, in early 1994. Mr Tsutomu

Hata, who unexpectedly found himself prime minister as a result of Mr Hoso-kawa's untimely departure, left equally

abruptly, leading to the prime minister-

As the Asahi Shimhun noted in a Saturday column, if Mr Hashimoto

becomes prime minister, the Japanese

public will have been forced to accept

three successiva governments which

have not been chosen through a general election. The handover of power within

the coalition "has made fools of us citi-

Against this recent history of Japa

nese politics, what the press bas emphasised is the importance of allow-

zens", added the Mainichi Shimbun.

ship of Mr Murayama.

## Tokyo may seek Airbus design review

By Michiyo Nakamoto in Tokyo and Michael Cassell in London

Japan's Ministry of Transport is expected to request a review of the design of the Airbus A300-600, following an investi-gation into a 1994 China Air-lines crash in which 264 people died, according to the Japanese national daily, the

Yomiuri Shimhun. The unprecedented warning by the Japanese anthorities is said to be based on a report by a special commission of the ministry, which, the Japanese newspaper reported, had found that the high technology com-mand safety system of the Air-hus A300-600 contributed to

the crash in Nagoya.

According to the Ynmiuri,
the commission concludes that the aircraft's pilot unintentionally switched on the aircraft's go-around lever, which causes the aircraft to ascend and re-attempt landing.

The pilot was unable to disengage the go-around func-tion, which was causing the sircraft to ascend, and tried to land instead. As a result, the aircraft's computer received conflicting commands, leading to a situation in which it lost speed and crashed, the com-mission has concluded, according to the Yomiuri.

The commission notes that the safety system which prevents the aircraft from losing speed went into full effect when the aircraft was ascending, aggravating the situation which led to the crash. It will add, the Yominri reported, that the go-around lever is in a position where it can easily be activated accidentally.

An Airbus spokesman said that following an investigation into the crasb by the US National Transport Safety Board, modifications had been made to the A300-600 command safety system, reducing the beight below which a pilot could override the go-around system. He said it would consider any new recommendations to enhance safety.

ASIA-PACIFIC NEWS DIGEST

## Rao reaffirms **April election**

Mr P.V. Narisimha Rao, India's Congress party prime minister, said at the weekend he would "definitely" take the country to the polls in April, though a final date remained to be fixed. Mr Rao's remarks, later confirmed by government officials, is the firmest suggestion of an election date so far.

Final dates must be confirmed after further consultation between Mr Rao and India's independent election commission. Mr T.N. Seshan, India's controversial and outspoken chief election commissioner, was non-committal in comments to the Economic Times at the weekend, saying that they "had to take several factors into account before finalising the dates".

Mr Rao had widely been expected to keep the poll date as close as possible to the formal expiry of his government's five-year term in June and bas often hinted at an April date. The elections would be to the 545-seat Lok Sahha.

Mr Rao, speaking to Indian reporters after a visit to the central state of Madhya Pradesh, said it was "possible" his government would hold a further session of parliament before Mark Nicholson, New Delhi

#### Dabhol verdict delayed

The Indian state of Maharashtra failed at the weekend to deliver its expected verdict on the \$2.8bn Dabhol power project, despite discussing the renegotiated deal for two hours on Saturday. Mr Manohar Joshi, the state's chief minister, said discussion on the project, India's higgest and most controversial foreign investment, had been adjourned. The cahinet may meet to continue talks today. The project has been in abeyance since its cancellation in August. A renegotiated form of the deal was agreed between Enron. the US energy group leading the project, and a team from the Hindn nationalist state government. State ministers were quoted last week as saying that this renegotiated deal had been in principle approved and awalted only a formal Mark Nicholson

## Taiwan trade surplus tops \$8bn

Taiwan recorded a trade surplus of US\$8.11bn in 1995, a rise of 17.2 per cent from a year earlier and the first rise since 1991, newspapers reported at the weekend. The government is expected to release official figures today.

Total two-way trade reached a new high of \$215.26bn last

year, up 20,6 per cent from 1994, the Commercial Times said. Exports climbed to \$111.69bn and imports were \$103.5hn. representing increases of 20 and 21.4 per cent respectively, the

The amount was 5.4 per cent more than the \$7.7bn the country earned in 1994, the report said, attributing the growth to a steady increase in exports.

#### Afghan peace talks move

The Afghan government yesterday said it would send a delegation for its first peace talks with the opposition Taleban movement, but blamed the Islamic militia for a new rocket attack on Kahul that it said killed four people.

President Burhanuddin Rahbani's government will send the delegation to the Taleban headquarters in the southern town of Kandahar, his spokesman said. No firm date had been set for the talks, which are expected to discuss ways of ending fighting between the two sides.

Last week, Taleban agreed in principle to the idea of receiving a government delegation, although it has yet to Reuter, Kabul respond to this particular proposal.

## INTERNATIONAL PRESS REVIEW

## Three unelected governments in a row

JAPAN

By Michiyo Nakamoto

The Japanese public has become inured to domestic political aurprises. Ever since the 38 unchallenged years of Liberal Democratic rule was broken in 1993, domestic politics, in the eyes of a numbed public, has come to resembla a circus in which the normally preposterous becomes mundane.

Last week's sudden decision by Mr Tomiichi Murayama to resign as prime minister heightened that perception. Predictably, his abrupt departure was greeted by the country's media with more cynicism than astonishment, let alone regret.

It was unsurprising that the Japanese media should be so unperturbed by Mr Murayama's resignation. For some time the press has been suggesting that it time for him to step down, Now that he has, the press could only repeat their reasons for urging his replace-

While acknowledging Mr Murayama's achievements, such as the government's settlement with the Minamata victims of mercury poisoning, the Asahi Shimbun, a left-leaning paper, was par-ticularly critical of his failure to stand up for the policies his socialist party and of the successive compromises he has had to swallow as leader of a coalition government.

In a weekend editorial, the Asahi

as defender of a US-Japan security treaty which his Social Democratic party had long opposed. The paper was also critical of the lack of strong political leadership in tackling pressing issues such as structural reform and it repeated its contention that "the Murayama government has already served its purpose".

The Nihon Keizai Shimbun (Nikkei), a national daily with a focus on economic and husiness affairs, was equally dis-

Mr Murayama'a departure was long overdne, the Nikkei said. As a flexible and practical person, he was suited to be the gine that held the coalition government together. But once it saw the country through the 50th anniversary of the war, the coalition's purpose became mainly to keep itself in power. When that happened the Nikkel said, it lost the support of the people. Having played its part, the life of the Murayama government had already come to

But even more than Mr Murayama's lack of leadership and the political paralysis that characterised his government, the press kept its harshest comments for the increasing divorce of politics from the public.

Mr Murayama's resignation, and the three-party coalition's acceptance of Mr Ryutaro Hashimoto, the leader of the Liberal Democratic party, as his most probable successor, has intensified pub-lic disgust with the musical chairs noted the trong in Mr Murayama's role played by various political parties in profound social change, the country force an unexpectedly early election.



Lucky Bag... Ryutaro Hashimoto gets welcome surprise from a traditional Japanese Lucky Bag - the resignation of Tomichi Murayama. Asahi Shimbun.

their attempt to stay in power. "We find it highly objectionable and unacceptable that the new government... is to be determined through a kind of collusion between the three parties of the coalition," the Nikkei said. Other publications echoed the view of

ing the Japanese people to choose their own government in a general election. the Asahi and the Nikkei that as Japan faces a time of economic difficulty and

government

"It is unacceptable for a government which has not received the judgment of the people to be allowed to continue any further," the Nikkei writes. The consensus is that hy heightening dissatisfaction with the government, Mr Murayama's resignation promises to

## China silent on US visa for Li

China yesterday gave no response to the US decision to issue a transit visa to Mr Mr Li Yuan-tu, Taiwan's vice president,

writes Laura Tyson in Taipei.
Although it is unlikely Beijing will react as sharply as it did to Taiwanese President Lee Teng-bul's visit to the US last year, the issue could renew sensitivities across the Taiwan Strait.

The US visa will allow Mr Li's aircraft to stop in Los Angeles on January 11 and 16 on his way to and from Guatemala, where be is to attend the inauguration of

the central American country's new president on January 14. Mr Liv needs a US visa so his aircraft can be refuelled.

China regards Taiwan as a rebel province in the hands of an illegitimate government and objects strenuously when countries with diplomatic ties with Beijing treat Taiwanese officials in what might be construed as an official capacity.

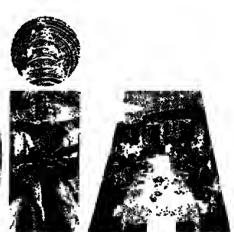
mitted President Lee to make a private visit to the US in June to deliver a speech at Cornell University. The incident led to a serious deterioration in Sino-US rela-tions, which have yet to recover. China interpreted Mr Lee's US trip as an attempt covertly to promote Taiwanese indepen-

China's foreign ministry spokesman, Mr Chen Jian, said on Thursday: "We ask the US side... not to do things that would harm the relations of the two countries or Beijing was enraged when the US per- burt the feelings of the Chinese people."

"There will be no public activity during the transits," a US state department spokeswoman said at the weekend. dence, Which Beijing Opposes.







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## Wheat farmers ponder future Nikki Tait finds price rises have come too late for some Australians

rs Penny Henley looks down over the 2,000 hectare property, just south of the New South Wales-Queensland horder, which she and her husband have farmed for the past 20 years. Along a nearby strip of road

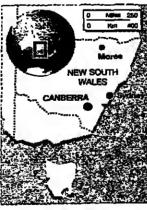
about 25km in length - five families have sold up and moved out recently, she says. Chris, her husband, whose family has been working Australia's land for a rare seven generations, puts the point even more starkly. "Twenty yeors ago. 140 families were delivering to the silo at North Star," he remembers. "Now there's about 12."

The couple, whose children are still at high school, reckon that they are the last of their generation continuing to farm in the area. "It's pretty disheartening, says Mrs Henley. You lose teachers, services. You lose your community and that's what you need."

What makes the comments surprising is that the Henleys - and most of their neighbours - are wheat farmers. By all accounts, they should be cracking open the hubbly, not worrying about their dissipating society.

In the face of an international supply crunch, world wheat prices have soared. World stocks are at the lowest for two decades, while the Australinu Wheat Board's pool prices have been at record levels, with benchmark Australian Standard White wheat fetching AS235 a tonne.

Moreover the severe drought which beset the eastern seaboard throughout much of the 1990s started to break earlier this year. According to the Australian Bureau of Agriculture and Resource Economics, the government-owned fore-



casting agency, this aeason's wheat production should be over 17m tonnes, 92 per cent higher than the previous year. In New South Wales alone, production is expected to rise almost fivefold to 4m tonnes. However, the Henleys' down-

beat assessment is echoed by traders in nearby country towns. "It's been quite slow, and very patchy - nobody seems to have much spare this Christmas," says the proprietor of Habitat Interiors, a gift shop in the market town of Goodiwindi, which straddles the NSW-Queensland border. Down the street, a sign on the public library door publicises the continued availability of rural assistance funds.

The reasons for this very muted response are threefold. First, most eastern grain-farmers are keenly aware of the extent of the damage done to the rural sector over the past decade. High interest rates, followed by low commodity prices and then four years of drought decimated farm incomes. Those who have attempted to expand or upgrade equipment invariably incurred high debts, while those who have waited now realise the scale of the re-

equipment task ahead. As Mr Glenn Dalton, director of grains at the NSW Farmers' Association, puts it: "We've just been through possibly the worst combination of conditions ever - interest rates, drought, plagues. Grain farmers have had things extraordinarily difficult."

Second, even in the current year, the path back from drought conditions has been humpy. Mr Henley remembers the weeks in September when his farm, and surrounding properties, were hit by a mouse plague which extended from aouthern Queensland into northern NSW.

Then, later, as he went to inspect the mice-baiting process, he noticed that the wheat was frozen. Northern NSW encountered the worst frosts ever recorded that late in the It will take a number of good

yaars before confidence returns. "You don't finish a drought with the first rains, and you don't finish an economic drought with the first good crop. We badly need a second crop," says Mr Dalton. Ironically, though, this could increase the drift from the land

which the Henleys are already reporting. "We know of people who would have sold, but there's been no market.... and there's no point in dispossessing someona if you can't sell the bolding," saya tha NSW Farmers' Association.

Asian buyers, meanwhile, may see this as a good purchasing opportunity. Last month Chinatex, China's giant wool and cotton buying agency, was reported to have snapped up three large cottongrowing properties near Moree, covering over 4,000 ha, from a local farming family.

The third reason for the very

Australian broadacre farms are mixed businesses - combining wheat and sheep, say. While wheat prices have soared, wool prices have fallen sharply. Higher grain prices, meanwhile, also dig into the mar-gins of livestock producers, obliged to huy feed.

cautious response to the surge

in wheat prices is that many

o while official government forecasts - keenly distrusted by most farmers - suggest that the "average" broadacre farm will register its first husiness profit since 1969/90 this year, the estimated surplus is only a token A\$6,700 (US\$5,000). The "average" woolgrower will almost certainly see his sixth year of

age grain farm, by contrast, is pnt at A\$80.600. Still, for all the wariness, there are grounds for optimism. Farmers acknowledged that the very low level of world grain stocks implies that several years of good prices are probably in view.

loss. The surplus for an aver-

And, even in northern NSW. few signs of buoyancy shine though. The Moree newspaper carries an opportunistic advertisement from a local investment firm: "Wheat harvest... where do I invest?" it begins One travel agent says business is becoming brisker.

But whether all that is enough to persuade the Henleys to persevere is a moot point. Like their neighbours, they, are pondering the future, wondering whether the recent record of three good years in every 10 is much inducement. We seem to have living on our wits for the past four years," says Mrs Henley, with infinite weariness. "Wa haven't had a holiday in so long. . . " adds her

#### INTERNATIONAL NEWS DIGEST

## Brazil buyer for failed bank

Brazil's Banco Excel, a fast growing hank from São Paulo, has reached an agreement in principle to acquire the failed Banco Económico, which last year nearly collapsed and was taken over hy the central bank.

Details of the transaction are still being worked out, but Banco Excel is likely to assume Economico's hranch network, clients and some of its liabilities. Econômico's branches are expected to re-open in a few months.

Econômico's biggest creditor, owed more than R\$3.5bn 1£2.3hn), is the central hank, which will sell Econômico's shareholdings in various industrial companies to make good part of the deht. But Mr Gustavo Loyola, central bank president, admitted his institution might not get all its money

Banco Excel would be required to inject around R\$300m of capital into the new Banco Economico to get it running again. Excel was founded in 1990. Angus Foster, São Paulo

#### Israeli cabinet agrees cuts

Israel's cahinet yesterday approved spending cuts of Shkl.3bn (£267m) one week after the 1996 hudget took effect. But ministers were unable to agree on where the cuts would be made and a meeting will be held next week to decide. The cuts also need parliamentary approval.

On Saturday, the Treasury increased fuel prices by 15.1 per cent to raise an additional Shk750m. The measures are aimed at guaranteeing the government will meet its 1996 budget of Shk172.8hn and its deficit target of 2.5 per cent of gross

#### Saudis and US to continue links

The US and Saudi Arahia yesterday said attacks such as the hombing in the Saudi capital in November would not halt their co-operation in huilding Gulf defences against Iraq and

Mr William Perry, US defence secretary, met Saudi Arahia's new government leader, Crown Prince Abdullah, at the end of a two-day visit, and expressed determination to continue military preparedness triggered by the 1991 Gulf war. King Fahd, who suffered a stroke in November, turned the

government over to his younger hrother last week. Mr Perry gave Prince Abdullah a letter from President Bill Clinton to King Fahd wishing him a speedy recovery and expressing Washington's faith in the prince. It was Mr Perry's third visit to Saudi Arabla in 15 months, hut the first since a car bomh killed seven people when it

ripped through a building in Riyadh used by the US to train Reuter, Riyadh the Saudi National Guard.

#### Guatemalans go to polls

Guatemalans yesterday voted in presidential elections in a tight race which could mark the political comeback of a former military dictator.

The second round run-off pits right-wing husinessman Mr

Alvaro Arzu, who narrowly leads in opinion polls, against lawyer Mr Alfonso Portillo, candidate for the populist Guatemalan Republican Front (FRG).

But the election has turned into a barometer of support for Mr Portillo's political master, General Efrain Rios Montt, who was shut out of the race last year hy a constitutional court decree hanning former coup leaders from standing as president. Mr Portillo maintains he is no puppet of Mr Rios Reuter, Guatemala City

## Snow fails to cool US budget wrangling

#### By Nancy Dunne

No sooner had Congress passed legislation to reopen the fed-eral government than the skies deposited heavy snow on Washington, shutting down once again the monuments and

federal agencies. Whatever the prevailing weather conditions, the struggle between president Bill Clinton and the Republican Congress over budget priorities still rages. Although House Republicans seemed to how to public pressure to reopen the federal government, the hill passed late on Friday sets January 26 as the new deadline for a deal to balance the US budget by 2002.

House Republicans are now pursuing a new strategy. In an effort to force the president to agree to eviscerate some programmes and shift others to the states, they have begun to THE NEW CLINTON BALANCED BUDGET PLAN (Republican proposals in brackets) Tax cuts Cuts in defence and non-defence 295 discretionary spending Medicare cuts (117) Medicaid cuts 52 Reductions in Welfare, including Earned Income Tax Credit 48 Curtailing "corporate (181 welfare" tax breaks 60

All figures are over seven years - the Clinton plan includes a possible dividend in the last three years. If the nation does better than Congressional Budget Office forecasts, tex cuts would be increased to \$147bm, discretionary spending would be \$65bm higher and there would be a \$28bm budget surplus in 2002.

delivered.

fund only those programmes that they support.

With an eye on their falling ratings in the public opinion polls, Republicans have ensured that the most visible programmes will stay. The Statue of Liberty and national

parks will he open. Veterans and pensioners will get their monthly cheques and the elderly will get their meals

Programmes for the poor legal assistance for example are likely to fare tess well. It is

As additional leverage. House Republicans will refuse to raise the dehl limit unless the president agrees to their conditions. Mr Robert Ruhin, the treasury secretary, yesterday said be had only found enough funds to keep the government going without new borrowing until the middle of Fehruary, although he is looking for other solutions.

The deal to reopen the government for three weeks came after the president complied with House demands that he submit yet another plan to balance the budget over seven years using "real" numbers produced by the Congressional Budget Office (CBO).

This is Mr Clinton's fifth plan in a year and in it he adopted most of the proposals presented earlier by Senate Democrats. The plan cuts taxes by \$87bn (£56.4hn) over seven

years, much less than the \$245hn the Republicans want, and it cuts medical care for the elderly by \$102hn, compared to a \$225hn reduction proposed hy

Republicans. Budget 5 seeks to protect Mr Clinton's priorities: health care for the poor and elderly, low income tax cuts, education and environment. The president has also indicated support for some form of a capital gains

CBO director, Ms June O'Neill, in a letter to Mr Newt Gingrich, House speaker, said the new Clinton budget would have a surplus of \$1hn in 2002. certifying it as acceptable.

A White House statement said the president's plan "clearly shows" that the hud-get could he halanced in seven years using congressional hudget office estimates without the deep cuts in Medicare, Medicaid, education and the environment that Republicans

The statement also noted that the "huge tax cut for the wealthy" promised by Republicans was unnecessary.

Initially. Republicans said that Mr Clinton was adopting as his own a plan proposed by Mr Tom Daschle of South Dakota, the Senate Democratic leader. There are, however, significant differences.

A deal is in sight, but the question is how far the president will be pushed. With every successive plan, he has moved closer to Republicao demands

Republicans responded by denouncing his latest plan as "the same old tax and spend liberal Democratic approach". As much as the Republicans deny it, it is politics as usual in Washington. All of the budgets put the really painful cuts far off in the future - two presidential and three house elec-

## Independents can vent voters' anger

## Palestinian polls will test extent of discontent with Arafat, says Julian Ozanne

s Palestinians prepare to vote in their first A to vote in their first national elections on January 20 a predominant issue is the electorate's view of Mr Yasser Arafat's governing

The elections, well prepared to avoid potential manipulation, will bestow a degree of democratic legitimacy on Mr Arafat and mark the irreversible nature of the Israeli-Palestinian peace process. However, they will also test the extent of discontent with the Palestine Liberation Organisation's leadership style.

The boycott by Palestinian Islamic and secular groups opposed to the peace accords has stripped the elections of clear ideological fault lines. There are no real opposition parties contesting the polls and almost all the 676 candidates competing for seats in an 88member legislative council broadly support the peace pro-

Only in the separate ballot for president of the council, where Mr Arafat is opposed by Mrs Samiha al-Khalil, a mayerick independent opposed to the

peace process, will voters be given a clear choice, However, Mr Arafat's status as the symbol of Palestinian nationalism is so solid among ordinary Palestinians as to make his landslide victory assured.

More important political issues are focused on the elections for council memhers in the 16 multi-member constituencies across the West Bank and Gaza Strip. In the absence of opposition candidates, the only real choice voters have is to vote for independent candidates standing against the overwhelmingly dominant Fatah faction led by Mr Arafat.

Mr Arafat has made extensive efforts to manipulate the list of candidates put forward hy Fatah. He has overturned rudimentary internal primaries held by Fatah and appointed his own people to the lists. He has also sought to maintain Fatah as a broad church and has included members of other Palestinian factions on Fatah

The extent to which Palestinians back Mr Arafat's lists will, to some degree, test his hold on the Palestinian electorate.

Inside Fatah Mr Arafat's activities have provoked fierce criticism. Many of those dropped from the lists are young foot soldiers of the Pal-estinian intifada, or uprising, who paid for their political activity with long stints in Israeli jails. They have been replaced, in part, hy more old-guard political figures and technocrats Mr Arafat wants to see in his de facto parliament.

any of those dropped have refused to accept Mr Arafat's authoritarian style and are standing as independents. In Nahlus, for example, five Fatah activists are standing as an independent bloc.

One of them, Mr Husham Khadder, said: "Arafat wants yes men in parliament; he does not want the younger generation of the intifada, hecause they are more critical. in the election people have a choice whether to accept Arafat's old ways of doing politics of vote for a change. If they vote for independent candidates who are critical of Arafat, it will

In the Ramallah electoral division the Fatah list drawn up hy Mr Arafat includes two men who belong to other Palestinian factions, at the expense of Fatah activists. Mr Marwan Barghouti, the Fatah chief in the West Bank who heads the Fatah list in Ramallah, says he does not support Mr Arafat's list. He is urging voters to split their vote between the list and independents like Mr Faris Hamid Kadoura, a Fatah activist who spent 14 years in jali and whom Mr Arafat refused

to include on the list. "The people will not support a list, they will support individuals," be said. "People want to vote for people they trust who have a long history of resisting Israell occupation and who sacrificed by going to

Mr Barghouti, a former prisoner and deportee, said it was vital that the new generation of Palestinian political activist was rewarded and represented in order to begin the process of building new polltical institu-

If Palestinians vote for the independent critics of Mr Ara-

fat there is hope that a small nascent opposition will he formed in the council Palestinian political analysts say that the electorate remains highly educated and politicised after 28 years of Israeli occupation and that ticket splitting in polls for student and professional hodies has been com-

A recent opinion poll found that 45 per cent believe per-sonal qualifications to be the most important criteria for election. Only 20 per cent said political affiliation was important; 17.5 per cent highlighted religious affiliation and only 3 per cent said they would be swayed by family loyalty.

If the political scientists are right, a number of independent critics could be elected to the council. Some, like Mrs Hanan Ashrawi, standing for one of the reserved Christian seats in Jerusalem, will he elected hecause of their political history, their integrity, and their ability to stand up to Mr Ara-fat. Others, including many of the Fatah independents, will be elected because they represent

does not practise what she

Since 1965 Mrs al-Khalil, a

no-nonsense Palestinian matri-

arcb, bas been the self-ap-

pointed, unelected president of

a well respected charitable

society. "She is tough as nails,

courageous but often inflexi-

hle, cantankerous and unwill-

ing to listen to advice - a lot

like Mr Arafat himself," says a

close aide. "We hope this expe-

rience will encourage her to

bold internal elections in the

Nevertheless, Mrs al-Khalil

will attract votes from the many people she has touched with her charitable work.

a political figure in her own

right. She has been a lnng-

serving member of the Pales-tine National Council - the

Palestinian parliament in exile

- and has spent several peri-

However, she is largely

unknown in parts of the West Bank and Gaza Strip and as a

woman her candidacy will not

go down well in traditional

areas such as Hehron and

the vote it will be a real suc-cess," said Mr Mohammed Ahn

Zeid, the campaign manager.

"Bnt she will make an impor-

tant contribution to Palestin-

ian democracy. Without oppo-sition there is no democracy."

"If she gets 10 per cent of

ods in Israeli jails.

Gaza Sonth.

She will also be supported as

## Major defends Saudi expulsion

By John Kampmer and Roula Khalaf

Mr John Major, the UK prime minister, yesterday sought to ascribe a more ethical motive to his government's planned deportation of Mr Mohammed al-Massaarl, a leading Saudi dissident.

Amid growing concern that arms deals lay behind last week's order to send Mr al-Massaari to the Caribbean island of Dominica. Mr Major sald British foreign policy in the Gulf was contingent ou the stability of the Saudl royal family.

Mr al-Massaarl, head of the London-based Committee for the Defence of Legitimate Rights in Saudi Arabla, an Islamist group that accuses the Saudl government of corruption and anti-Islamic practices, said Britain was on its way to making Itself the "Great Satan in the Kingdom".

"If Britain is seen to support such a regime, then the people will consider It their enemy and will demonise it, as happened between Iran and the US." he said. "The people will regard this as support for the oppressor and the tyrant. Peace will not be achieved this way.

But, in a BBC television interview. Mr Major said: "Mr al-Massaari is an illegal immigrant who has used his hospi-tality in this country to wage a campaign to try to bring down the Saudi Arabian regime.

"Saudi Arabia is critical to the stability of the Gulf. That is very important not just to this country. We have already had one Gulf war."

Mr Major added: "If [people] come here and ahuse that position and seek to create an unsettled relationship with our allies then I don't believe we should tolerantly look to one aide. We will look after people who's positiou is insecure and unsafe. Mr al-Massaari would not be sent back to anywhere he may be in danger."

Mr al-Massaari has claimed he is the likely victim of a kidnap or murder plot hy the Saudi government.

The government has admitted it acted after pressure from hoth the ruling royal family and British defence companies to put a halt to Mr al-Massaari's outspoken campaign.

Saudi Arahia bought nearly £2.3hn-worth of British goods last year.

Of greatest importance is the al Yamamah government-togovernment deal agreed in two stages in 1985 and 1988 and covering supplies of British arms, infrastructure, and defence services worth more than £2hn a year.

# 

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## Grandmother vows to stand for democracy

By Julian Ozanne and Mark Dennis in Ramallah

Why would a 72-year-old grandmother launch a fruitless challenge to Mr Yasser Arafat for the Palestinlan presidency? Although Mr Arafat is certain to win the first Palestinian election. Mrs Samiha al-Khalil is standing in order tn make a democratic

point.
"I am running to show that Arafat is neither God nor announcing her candidacy last

month. Mrs al-Khalil has since retreated from such direct statements against Mr Arafat, preferring to call him "a good man who is very wrong about the peace process". She says her candidacy is "political, not

personal".
The problem is that Mrs al-Khalil does not have much in the way of an alternative political programme. She is stead-fastly against the Israeli-Palestinian peace accords negotiated by Mr Arafat and his team because, she says, the process will never lead to the long-beld dream of Palestinians: an independent Palestinian state with Arab East Jerusalem as its capital.

She says Mr Arafat should have demanded that Israet pendent Palestinian state with



guaranteed borders. This is fine - except that almost all Palestinians know that Israel would have never agreed to such a demand.

berself up as the democratic alternative, criticising Mr Ara-



The second problem is that although Mrs al-Khalil has set fat's anthoritarianism, she



## Juries cut product liability awards

in New Ynrk

US juries are awarding considerably smaller amounts to people who claim to have been harmed by defective products, with the \$260.000 (£169,000) on average last year amounting to barely half the

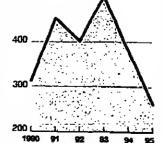
\$500,000 average in 1993. The figures, compiled from state courts around the country, appear to indicate that the US product llability ride is beginning to ehb. Long a cause of complaint among manufacturers, the area has attracted the attention of legislative reformers in many states, resulting in moves to limit the amounts that juries can award. However, Jury Verdict Research, the company which

collated the data, has also iden-

tified a new area in which legal awards against companies are rising sharply: disputes with employees The fall in jury awards in

defective product cases has come about in part because of the decline in asbestos cases which had clogged US courts for many years, said Mr Brian Shenker of Jury Verdict Research. Most of these cases have now worked their way through the system.

More significant, however, appears to be the push for tort reform - the area of law which covers medical malpractice. car accidents and product liahility. Many US states, including Texas, whose juries have traditionally made some of the blggest awards, have passed laws to cap the amount that jurors can order corporate Award median (\$'000s)



defendants to pay.

Most of these laws were passed too receotly to have had a direct effect on the cases surveyed hy Jury Verdict Research However, jurors

have been aware of the reform movement and the tide in public opinion that has turned against hig awards, and so have tended to limit the amount they order defendants to pay, said Mr Shenker.

Disputes with employees. meanwhile, have led to far higger awards against corporations. On average, people who brought successful cases for wrongful termination or constructive discharge were awarded \$183,984 in 1994, 40 per cent more than in 1993.

The increase seems to indicate that more older, male executives are getting into legal disputes with their employers. Awards for age discrimination remain the highest, at an average of \$219,000 compared with \$147,799 for racial discrimination.



By John Kampfner, Chief Political Correspondent

Mr John Major, the British prime minister, yesterday accused leaders of Northern Ireland's Sinn Fein party of directing recent murders by a group claiming to be fighting the drugs trada. Sinn Fein is the political wing of the Irish

Republican Army. Mr Major called on Mr Gerry Adams, president of Sinn Féin, and Mr Martin McGuinness, its chief negotiator, to stop the killings. The prime minister's remarks come days before the international body looking into the question of illegally beld weapons is due to present its report to the British and Irish

The three-man commission, led by US Senator George Mitchell, a close adviser on Northern Ireland to President Bill Clinton, has been asked to judge the willingness of the IRA and its pro-British rivals to hand in some of their weapons ahead of all-party negotiations about the future of

Northern Ireland. Responsibility for the killings has been claimed by a group calling itself Direct Action Against Drugs. But British ministers and police chiefs in Northern Ireland say they are the work of the the

These killings are centrally directed," Mr Major said in a BBC television interview. "I have not a shred of doubt about that." He noted how so-called "punishment beatings" - the use of violence by paramilitary organisations to punish members of their own

community for alleged crime - had "miraculously" stopped around the time of Mr Clinton's visit to Ireland a month ago. "Those people who stopped it before - and I think Sinn Féin and the IRA are both sides of the same coin - could stop it again," Mr Major said. "I would say to Mr Adams and Mr McGuinness and the others: I believe you can stop

these killings and these

beatings." Mr David Trimble, leader of the Ulster Unionist party, said "the ceasefire is presently not in existence". Mr Trimble's party is the largest pro-British party in Northern Ireland, and one on which Mr Major will depend increasingly as his majority in the House of Commons dwindles. "Sinn Féin/IRA see what they believe is a weak prime minister, they see him in difficulty, so they are pushing

him," Mr Trimble added. He claimed that Mr Clinton's public statement to terrorists in Belfast, the capital of Northern Ireland, that "your day is over" had stung the IRA into the receot spate of killings. There had been "a deliberate decision of the leadership of Sinn Fein/IRA to resume the use of arma," Mr Trimble

"This is not a group of people carrying out a crusade against drug dealers and drug barons," he said on Sky television. "It is an effort by the IRA to maintain control and to get money. They are very short of money. It is also a matter of saying to the government and to the Mitchell commission that 'we are not going to

**UK NEWS DIGEST** 

## **Labour warms** to Singapore

Mr Tony Blair, leader of the opposition Labour party, said in Singapore yesterday that his party was studying the state's system of compulsory savings to see if Britain could learn from It to improve its own social security system. He said during a three-day private visit to Singapore, that Mr Chris' Smith, his party's chief social security spokesman, would visit Singapore today and examine the state's Central Provident

Fund (CPF) savings scheme.
"It is very much on our agenda io see how we can get the best out of our welfare state," said Mr Blair. "Our welfare stata at the moment isn't functioning in the way that it should. It is neither helping those who are the poorest nor is it giving people the encouragement and incentive they need to get back into work." The CPF scheme obliges workers to save 20 per cent of their income for pensions, medical care and insurance and then makes employers match the contribution. The savings provide a flow of long-term money for state spending on infrastructure. Singapore joined the Organisation for Economic Co-operation and Development last week.

## Call to dilute labour laws

The government should pledge to repeal laws on redundancy compensation and unfair dismissal as part of its drive to make Britain the enterprise centre of Europe, says a rightwing think-tank. Mr Warwick Lightfoot, a former special adviser to the Treasury, argues in a pamphlet published by the group Politcia that European Union directives should not be allowed to stand in the way of a more liberalised labour market.

Politeia was launched at Westminster late last year under the patronage of Viscount Cranborne, the leader of the Conservative group in the House of Lords, the unelected upper house of parliament; and Lord Parkinson, a former chairman of the party who was a senior minister in the governments led by Mrs Margaret Thatcher in the 1980s.

The existing regulations, though lighter than they were, still distort employers' decisions, reduce economic activity and raise unemployment," says Mr Lightfoot. He argues that free-dom of cootract must be at heart of future relations between employer and employee. "The piecemeal changes to legislation made over the last 15 years are not enough," he writes. "It is time now to remove the over-arching framework of employmeot protectioo legislatioo on redundancy compensatioo and John Kampfuer, Westminster unfair dismissal."

## Immigration campaign opens

The Trades Unioo Congress is trying to persuade left-leaning Conservative MPs to help delete the clause in the government's proposed asylum and immigration bill that will make employers criminally liable if they are found to have given a job to an illegal immigrant. The TUC says many Conservative MPs are known to disapprove of the proposals put forward by MPs are known to disapprove of the proposals put forward by Mr Michael Howard, home secretary. The bill will tighten restrictions on asylum seekers while toughening penalties on illegal immigrants. It has been widely criticised by business and labour groupings on the grounds that it will exacerbate racism while putting an unnecessary burden on employers. Mark Suzman, Public Policy Staff

## Tonne of cannabis seized

Four men were arrested in the English Midlands city of Birmingham after more than 1 tonne of cannabis was found in an industrial unit in the suburbs. Detective Superintendent Mick Williams, head of the local drugs squad, said they had dealt drug dealers "a very severe blow". Enough of the drug had been found to supply more than Im individual sales on

 A 17-year-old youth was recovering in a hospital in Stornoway, the biggest town in Scotland's Western Isles, after being in a coma for 13 hours as a result of drug abuse. He was taken to hospital after his mother, a nurse, found him having convulsions in his bedroom. The drug was not named. A 15-yearold spent 24 hours in a coma in Stornoway in November after consuming a mixture of ecstasy and paracetamol. PA News

Landmarks for sale: Two of the best-known and remotest landmarks in Britain will go on sale today at a combined price of £5.5m (\$8.47m). Land's End on the south-west tip of England and John O'Groats more than 1,200km away on the far north of the Scottish mainland are owned by Gulf Resources Pacific of New Zealand.

## Consortium will build 110km line from London to Channel tunnel

## Rail route winner to be named soon

By Charles Batchelor, Transport Correspondent

The winning consortium bidding to build the £8bn (\$4.6bn) rail link between London and the Channel tunnel to France will be named early next month. But the high-speed link is not expected to be finished before early 2003, six months later than previously planned

Two consortis from the original four bidders are being considered. One is London & Continental Railways, which includes Mr Richard Branson's Virgin Group; Ove Arup, the design consultants; and Bechtel, a US project manage ment group. The other is Eurorail, involving the construction companies BICC and Trafalgar

The 110km line will run from a new station at St Pancras in London to the Channel tunnel entranca and will cnt 30 minutes from journey times to Paris and Brussels. At the moment Eurostar trains from London to Paris and Brussels use existing tracks in south-east England and do not reach full speed until they are in France

Construction work is expected to be straightforward, say construction industry executives close to the project. But



loose ends," said one executive.

last month and are now in the passenger numbers on Eurostar trains have been only a final stage of negotiations, conthird of those originally forestruction industry executives cast. Passenger oumbers to said. "There is a lot of work to Brussels have been particodo in January and the pressure larly disappointing. will be greatest on the Department of Transport to tie up

Channel tunnel link

Tha two remaining bidders submitted their final offers late

Ferry companies, fierce comcompany executive. The low petitors of rail services prices result from the launch of two new separate services on the Dover-Calais route after through the Channel tunnel, are intensifying their battle to dominate the market for travel the expiry at the end of last year of their previous pooling between Britain and France. A family of four can now take a car from an English port to agreement. The newcomers are Stena Line and Sea France France and back by ferry for (formerly SNAT), an offshoot less than £10 (\$15.50). "It is of SNCF, the French statecheaner to en to France than it owned rail network. The new is to travel on the London Underground." said one ferry operations will lead to the

announced it will be in a strong position to demand concessions if there are any disputes before contracts are finally signed on April 1." More than 100 contracts will have to be agreed with the

"Once tha winner is

winning bidder, including one compensates which state-owned train companies oow using St Pancras for any loss of ticket revenues if customers are forced to walk further along platforms to board trains because of construction work. The existing St Pancras station was built more than 100 years ago and is the London terminus for several cities in the English Midlands.

Meanwhile the committee of the House of Commons which has been hearing objections to complete its hearings by the end of this month and report in

It still has to decide on the length of tunnel to be built in Islington in north London and on issues such as the amount of compensation to be paid to on acceptable levels of noise.

people affected by the line and After further scrutiny in parliament, the bill to allow building of the high-speed link is expected to become law

## 90% of adults did what the bishop declined to do

By Michael Cassell and Gillian Tett in London



Mr John Major, the prime minister, did not did the Rt Rev. Simon Barringbishop of Cov-

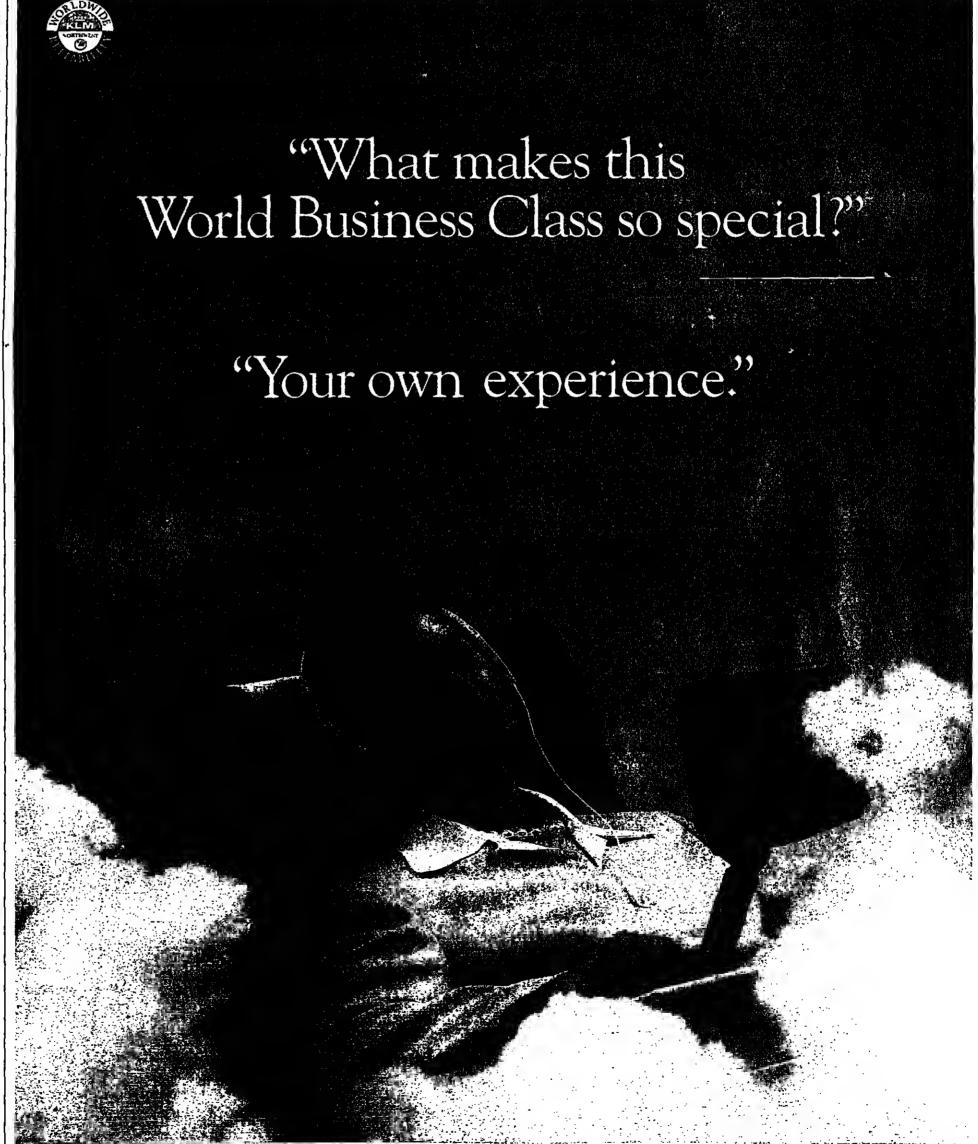
THE NATIONAL Protestant entry. Mr Tim-Melville Ross. the director-general of the Institute of Directors did not do it either and says he has no intention ever of doing it.

But nine out of 10 adults did participate in Saturday's National Lottery draw -Britain's biggest single gambling event - to try and win a share of the record £42m (\$64.7m) jackpot. While only three tickets will split the big prize oo fewer than 2,385,106 other tickets can today be exchanged for cash sums ranging from £10 upwards.

As Camelot, the consortium which organises the lottery, waited last night for the three big winners to identify them-selves, the debate on the morality and the aconomic impact of a lottery which last week sold tickets worth £128m rumbled on. Mr Major called it a "huge success" and dismissed critics who said It encouraged greed. But the Bishop of Coventry said the ence" and called for its aboli-

The financial community was also weighing up the impact - including a record surge in cash withdrawals from building societies and banks. Link, the industry body which covers the cash dispens sociaties (mutually owned savings and loans institutions), said that withdrawals on Friday and Saturday totalled £55m - some £11m more than in the same period last year. Mr Howard Aiken, Link's general manager, yesterday said: "The extraordinary leap in cash withdrawals over the last week seems to have been prompted by the record

National Lottery rollover. "The lottery has given a significant boost to cash payments which we predict will alone help contribute to over one billion extra cash transac tions in the UK during 1996."



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## The revitalisation of SOUTH LONDON

## Councils rise to economic challenges

Andrew Adonis examines initiatives to make Southwark, Lambeth, Lewisham and Greenwich more prosperous

London's "north/south divide" may be greatly exaggerated. As this summer's controversy over the future of the Royal Naval College at Greenwich demonstrated, some of the capital's most splendid public buildings and parks are south of the Thames

The five inner-south boroughs of Lambeth, Wandsworth, Southwark, Lewisham and Greenwich face serious social pressures, but so too do the boroughs to their north.

Judged by objective yard-sticks, the essential contrast is between inner and outer London, not north and south. This year's national education league tables put 12 of the 16 inner London boroughs among the bottom 20 of England's 108 education authorities rated by GCSE exam results. All but one of those 12 were also among the top 20 for their proportion of pupils receiving free school meals - a fair indication of social deprivation.

Yet the River Thames is a lividing line, in mind as much is in fact. Even the gems on be south feel their lustre arnished by their location. The South Bank complex is milessly scheming to improve ts links with the north - one of the latest ideas is for a cable ar linking it to Covent Garien. Great hopes rest on the extension to the Jubilee Line, which will include tube stops n Southwark, Bermondsey and Greenwich.

The Underground map, one of London's most powerful mages, sums up the south's second-class status. The River Thames appears virtually as he city's southern horder, vith the hrightly coloured tube lnes making only a handful of - mostly short - forays beyond t. The so-called "central" line roes no further south than the 'ity, while the "circle" line ever crosses the river. To add nsult to injury, the only tube oute with a substantial outhern stretch is called the

northern line". Elevating the Thames to be a erious cultural focus for Lonlon is of critical importance to hose seeking to bridge the 'London divide". As Sir Richard Rogers, the architect, puts it: "The Thames has the potential to be a great unifier - our ambition should be to turn the Thames into a great silver park for London."

There are plenty of profileraising plans around. A series of public debates on "London in the 21st century", organised by Sir Richard, will take place in the coming months. Speakers include Mr Tony Blair, the Labour leader, and Mr John Gummer, the environment sec-

Greenwich has launched its bid - one of four nationally - to host the Millennium Exhibition, intended to usher in the new century. In November it unveiled a plan that includes 2.000-seater launches to ferry visitors along the Thames from car parks with a capacity of 6,000 vehicles. More immediately, a host of

initiatives is in progress, or under discussion, to promote the part of the southern bank of the Thames covered by the four boroughs in this survey. Among cultural projects, is the Tate's new extension. This will be at Bankside Power Station, almost next door to the reconstructed Globe theatre.

Last May, four of London's inner city local authorlties - the Corporation of London, and the boroughs of Southwark, Westminster and Lambeth - launched the Cross River Partnership to raise the profile of Thames regeneration. Shortly after, Mr Gummer published a consultant's report ldentifying new focal points for development along the river.

However, there can be no pretence that raising the profile of the Thames over the medium term will lead to much early or dramatic Improvement in the environment for most of the people living in inner-south London.

The four boroughs covered by this survey - Lamheth. Lewisham, Greenwich and Southwark - emhrace some 940,000 residents. Together, their population is almost as large as that of the entire county of Hertfordshire, which boasts 10 local authorities.

One fact highlights the social and economic challenge facing the four boroughs. They comprise 165,000 council-owned homes, making about one in two of the boroughs' residents a council tenant. That is nearly three times the national average. In and beyond the council housing estates comes the gamut of inner-city social problems: drugs, crime, henefit dependency, poor school per-

formance, and so on. Nor, alas, are serious street disturbances a thing of the past. Last month saw riots return to Brixton after the death in custody of a hlack youth. Damage to 50 husiness premises cost an estimated  $^{\circ}$ 1m.

Acute deprivation exists alongside extreme affluence. Nowhere is this more visible than in the school system. In Greenwich, Lambeth and Southwark between 10 per cent and 15 per cent of pupils last year left school with no qualifications at all.

Yet the area supports a flourishing private school sector. In Dulwich College it has one of the nation's foremost private schools. Last year, the college received £1.28m from the assisted places scheme to subsidise the fees of poor parents more than any other school

in the country.

Encouragingly, most of the area's politicians, voluntary groups and business leaders now recognise the need for public/private partnership to pioneer regeneration. Even among Labour councillors, there is little attempt to disguise the scale of the task, or to pretend that central and local government can tackle it unaided, let alone in a state of mutual hostility. Southwark council's latest

handhook is typical. "Teamwork" is emblazoned across a piece of figurative jigsaw on the front cover. The council's recent strategic review reads like the blueprint for a corporate re-engineering project, with four sections entitled

Most people now recognise the need for parmersmps with the private

"forces for future change". "strategic management pro-cesses", "organisational options" and "transitional management implications".

The first is uncompromising in its analysis. "Arrangements for public governance are changing dramatically," it declares, "as relationships between individuals and the state and the public and private sectors are being rede-

This is a significant change. Lambeth was the only one of the four boroughs to come under the undisputed control of the hard left in the 1980s. Yet "a mentality of embattled opposition", as one of the local Labour council leaders puts it, pervaded all four until recent

Mr Tony Travers, director of the Greater London Group at the London School of Economlcs, says: "Lambeth is a special

case, and it is still too early to he sure that it has turned the corner. The others - particularly Lewisham and Sonthwark - are coming to be seen as the high-water mark of Blair

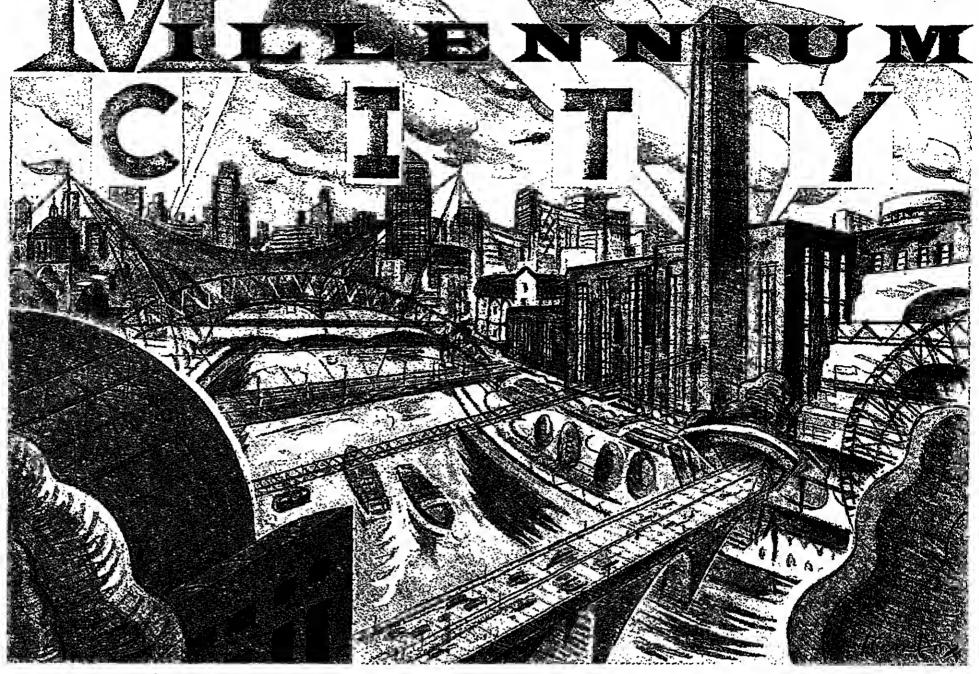
managerialism." Few would question his judgment about Lambeth. A damning report earlier this year hy an independent inquiry described the borough as "in an appalling mess", with "vast amounts of money wasted" and the provision of local services "severely prejudiced". It advised the new chief executive and councillors - Labour lost its majority in the last borough elections and no party now has overall control - "to proceed on the basis that mismanagement is to be found in

each and every directorate."

Ms Heather Rabbatts, the new chief executive, insists that an effective start has been made in reforming administration. But the work is likely to take several years.

A host of urban regeneration mitiatives, public and private, is highlighted in this survey. Partnership is the dominating theme. To a large extent, this is a product of the new political climate. But it has also been forced on the boroughs by national policy. In particular, the government's City Challenge and Single Regeneration Budget schemes tie Whitehall funding closely to partnerships with the voluntary and private

For example, Southwark last year won £50m under the Single Regeneration Budget to regenerate a particularly



run-down part of Peckham. Yet investment secured by the Peckham Partnership will total £251m over the next seven years. The objective is to estab-"desirable residential areas" and support a "stable and prosperous community".

In the renovation of Deptford town centre, Lewisham already boasts one of the more succes ful urhan regeneration es of recent years. Millwall football club's new all-seater stadium is perhaps the most visible result. Attention

is now moving to Lewisham and Catford. Greenwich's efforts are centred on the Greenwich peninsula, a large area of wasteland facing Docklands that used to house gasworks.

optimism among engaged in regeneration across the boroughs. But, as Mr Travpainting the Forth Bridge: it is often hard to know where to start, and there is certainly

Jubilee line extension



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Tunnelling to the future

## Transport: by Charles Batchelor

## New links, new image

Improved infrastructure will help connect the area with the wealth of the capital's centre

South Loudon became the bonic of a conspicuous new icon of modern travel when Mr Nicholas Grimshaw's international railway terminal for Eurostar Channel tunnel trains opened at Waterloo in 1994.

But Waterloo International station handles passengers who, for the most part, are just passing through and serves only to lughlight the paucity of transport provision for people living and working in the four

Despite their closeness to the City, Westminster and the West End, the inner London boroughs south of the Thames are a world away in terms of prosperity and economic activity, in part because of a lack of

good transport links. Lewisham summed up the problems facing the area in its unitary development plan. intended to set a framework "Lewisbam suffers because

of its proximity to central London," it wrote in its draft plan. "Roads and railways are conrested in the rush hours and local traffic is disrupted. During the morning peak, trains are already full when they arrive at stations in the bor-

"Road congestion affects emergency services, goods vehicles and hus services as well as the safety and convenience of pedestrians and cyclists. Both the environment and the health of local people are harmed by pollution caused by road traffic."

The main problem facing the boroughs is the limited numher of Tuhe lines running south of the river. The centre of gravity of the London Underground network lies north of the Thames, with only the Northern Line penetrating

very far south. Proposals have been made to extend other Tube lines further south, though these have yet to become firm plans. The East London Line could go to Lewl-sham town centre and to Dul-

for planning over the next wich, the Bakerloo Line might also go into Lewisham while the Victoria Line could go to Streatham.

But the limited extent of the present Tube network leaves British Rail to provide commuter and leisure services. Although the BR network is fairly extensive its trains cannot compete with the Underground for frequency.

The difficulties of the south London boroughs have not been helped by the lack of an overall approach to transport planning in London following the abolition in 1986 of the Greater London Council. Central government's focus has been on revitalising the economy and the transport links of east Loodon and Docklands little attention has been paid to

But this may he about to change. A series of studies car-ried out hy the Confederation of British Industry, London Transport and London First, a public-private organisation that promotes the capital, has highlighted the need for Lon-

don-wide planning. Sir George Young, transport secretary, responded in November with an announcement that the government intends to publish plans for an integrated transport strategy for London in the spring. In the meantime, a number

of projects or proposed schemes have begun to improve mobility south of the Work is progressing on the £1.9bn Jubilee Line extension

that will link Westminster and the West End with Canary Wharf and the East End through Waterloo, Southwark, London Bridge and Bermondsey. The 10-mile long line, involving nearly eight miles of tunnel, is expected to open on time in March 1998, despite problems encountered with the tunnelling method employed. The line, which runs just

south of the Thames through the four horonghs, will increase the attractiveness of the area for both employers and new and existing residents. The extension will improve access to several tourist destinations including the South Bank arts complex, the Glohe theatra, Sonthwark

Continued on page 4

## **Projects start** to bear fruit

A guide to the development and investment schemes in each of the four boroughs

The focus of south London's urhan regeneration attempts is well defined: it is the River

To the east, horoughs are joining with the Medway towns in Kent, and with south Essex local councils, to form the Thames Gateway, a plan to revitalise the whole Thames estuary that has heavy government hacking. Their land stares at Canary Wharf and the other Docklands developments on the north hank of the river, and could henefit from the investment they have attracted.

To the west, the horoughs of Southwark and Lambeth are part of the Cross River Partnership, an attempt to recenerate the south bank of the Thames in central London, and create a livelier and more exciting huh for the city. The Partnership wants to link the two banks more closely - new bridges and cable cars are among the possibilities - and create new tourist centres, including a remodelled South Bank ceotre, a new Tate Gallery in a converted power station, and the restored Glohe

All these projects enjoyed disproportionate success in gaining funds from the government under the Single Regeneratioo Budget in 1994. And all the horoughs have fall-hack plans to ensure that projects go ahead even without central government funding.

Each of the four horoughs has a similar geography: a narrow frontage on to the river Thames and a sliver of land southwards into generally poorer areas, with more affluent suhurhs along southern borders. Their differences and similarities are summarised

• Lambeth: The borough stretches southwards from the Waterloo area - including the National Theatre and South Bank complex - through Brixton and Clapham to the relatively affluent areas of Streatham and Norwood.

in 1994 it won £5.2m for a project to revitalise the area around Waterloo, which has always been a gloomy entrypoint in London. The money is being spent on a variety of measures to provide jobs and training opportunities. Among them is the "social firms initiative" - an attempt to enable

people with mental health problems to enter the labour

The borough is now concentrating its efforts on Vauxhall, where large employers, including M16, exist just across the road from some of the most deprived estates in London.

Brixton received funding under the City Challenge scheme and last year got £750,000 from English Heritage. Despite its reputation and the rioting that took place at the end of 1995, Brixton's town centre has a number of impressive Edwardian and Victorian huildings, which will now be restored and enhanced at a total cost of £3m. From this year, the focus of

attention is shifting to the three more affluent town centres in the south of the borough - Tulse Hill, Clapham and Streatham. The council intends to introduce closed circuit television and hetter street lighting to reduce crime, improve road safety and set up local chambers of commerce. Southwark: Stretches from the Bankside around London Bridge and Bermondsey south

and Crystal Palace. in 1994, its htd to regenerate the five estates in Peckham, a pocket of severe deprivation in the centre of the horough, received £60m under the Single Regeneration Budget - the biggest award anywhere in the

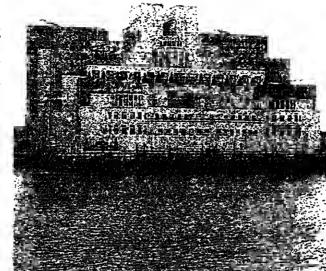
through Peckham to Dulwich

Total investment secured by the Peckham Partnership is £251m over the next seven years. Neither central government nor the borough need to provide as much as a quarter of this. Private sector sources account for £83m of the funding, with £45m from local housing associations.

The aim is "to build destrable residential areas" and support a "stable and prosperous community". Housing takes £204m - hy far the largest share of the investment - in an indication of how poor the quality of the accommodation bad become.

The borough plans to support the project, which has strong ministerial interest, with £12m for education, £12m for health, culture and sport, and film in enterprise grants. There will also be funding for Improved community safety and transport.

Lewisham: Lewisham streiches from Deptford through Lewisham and Catford to Sydenham and Lee Green. In Deptford city centre, it has already seen one of the most successful regeneration projects in the UK. The City a large area of wasteland fac-



Challenge scheme provided £37.5m of government funding which has stimulated more than £200m from the private sector. The new all-seater stadium for Millivall football club. the first in a wave of new stadia around the country, is one of the most visible results. Millwall's old stadium has been demolished, and its site now provides 400 houses. The project has also fuelled heavy investment in skills training, particularly in the New Cross

Now, the planners' attention has switched to Lewisham and Catford town centres. In Lewisham, the Lewisham 2000 project, which started in 1988 and was recently completed, produced a pedestrianised high street, new relief roads, and a re-designed town centre, including the relocation of the town's old Victorian clock tower. The borough now has a "town centre manager" to promote the area, to improve security and to co-ordinate develop-

In Catford, the horough wants to create a new town square in front of the theatre. with pavement cafés, new planting and public art. This will be possible once the main roads, which currently divide the area, have been rerouted. A new Catford Partnership has also been set up, with local retailers and other economic participants, and it is hoped some regeneration work, including retail and leisure sites, can start before the road system has been changed. Greenwich: The borough

covers a nine-mile stretch of the Thames, including the Royal Naval Museum, and includes Charlton, Blackheath, Woolwich and Thamesmead. in the Greenwich peninsula,

Southwark

place

the

ing Docklands that used to house gasworks, the borough has the largest regeneration site in London. The Ministry of Defence's decision to leave one of the area's best known land-

marks, the Woolwich Arsenal.

provides further opportunities. Now that the wall surrounding the Arsenal has come down, its 18 separate listed buildings can be appreciated hy the local community, improving its chances of stimuiating regeneration investment. Numerous possible plans for the site include a Royal Artillery museum, which would add to the horough's tourist attractions. It is also one of two London sites (the other is further north at Bromley-hy-Bow) hidding to stage

the UK's Millennium Festival in the year 2000. Greenwich, like Lewisham, is part of the Thames Gateway London Partnership, which also includes several boroughs north of the river, and was launched jointly at the beginning of December by Mr David Curry, the local government minister, and Mr Nell Kinnock,

the EU commissioner. The partnership includes 11 borough councils, two training and enterprise councils and the London Docklands Development Corporation, which are funding the department jointly. It is billed as Europe's largest urban regeneration region, and has its own speciallst regeneration unit with On a smaller scale, Green-

wich and Lewisham are in partnership to "clean and green" the Deptford Creek, which is part of the boundary hetween the two horoughs. and which the councils hope could provide an attractive waterfront setting for new

■ Retailing: by William Lewis

## Shops win planning support

New government guidelines should help encourage the development of town-centre sites

Officials responsible for retailing in the four inner London horoughs on the south bank of the Thames appear to have found an unlikely champion in Mr John Gummer, the environment secretary.

For several years they have fought a losing hattle against out-of-town retail developments. The relocation of supermarkets and, more recently, non-food retail outlets, to outof-town centres has hit johs and investment in crucial economic areas in all four boroughs, retail strategists say.

However, last year the Department of Environment released a revised and strengthened draft of planning guidelines, called PPG6, which delighted officials responsible for retailing in the boroughs of Greenwich, Lewisham, Southwark and Lambeth.

"At long last, the government has seen sense and is backing a policy we have had in place for the past 15 years," says Mr Paul Duffield, director of environmental services for Lambeth council, whose comments are supported by officials at each of the other three

All four cite the environment and scute economic problems as reasons for wanting retailers to focus on developing sites in traditional shopping areas.

"Don't forget that out-oftown shopping centres can cut out a lot of people who do not have the means to drive there. and that those who do are not exactly helping the enviroment," says Mr David Taylor, Greenwich planning manager.

The councils argue that town centres have been the recipients of accumulated investment over many years and are also vital transport centres. "Town centres in themselves serve a wider community function so it is vital that we pro-tect the historic investment," says Mr Brian Regan, principal planning officer for Lewisham. Mr Gummer has made his

bility and vitality" of town centres something of a personal crusade, and it is music to the ears of the four boroughs.

The DoE's attitude to retail development is encapsulated in what it calls the "sequential test". Retailers and developers should look first at town-centre sites, then at edge-of-lown sites, and at out-of-town sites only if no alternative is available. The question of whether a site is suitable is to be left to free negotiations between the local authority, the developers and the retailers.

Such a structure should in theory help the horoughs to strengthen their retail strategies, which are based on maintaining the traditional "hierarchy" of retail sites.

Southwark council's hierarchy is typical. Peckham is the "major strategic centre", and there are seven so-called "district centres", including Elephant and Castle. Surrey Quays and Camherwell. One notch lower in the hierarchy are "local centres" including Old Kent Road, one of the fastest growing husiness and retail areas in London, and Dulwich Village.

Southwark admits that Peckham, its strategic centre. Is "not as strong on retailing" as Lewisham, which has a similar hierarchy in place. Mr Regan says that the borough's "planning policies are designed to maintain and enhance the hierarchy", which stipulates Lewisham town as the borough's strategic centre.

in spite of belated central government support for the councils' retail policies, the future of top quality town centre retailing in south London is far from guaranteed.

"The government's new guidelines cannot extend to undoing the out-of-town developments slready built," one retail analyst says. Some of the largest shopping centres huilt in recent years have been outof-inwn, including Lakeside in Thurrock, Essex. One large retailer, with a presence in all four boroughs, says that Lakeside has "caused a lot of trade to disappear, particularly at peak times". As important is the ability of local authorities and retailers attractive town centre packages.

Analysts say "site assembly" is potentially the most difficult ohstacle to overcome, with most town centre sites requiring redevelopment, rebuilding, lengthy negotiations and potentially high costs. Mr Regan says that the "weh

of intricacles in the world of retailing" must include the limited scope that local authorities have to kick start town centre developmenta. "The clampdown on council finances has made it harder to put hig planned schemes together," he

Security in town centre sites is seen by retailers as another hig issue. Several of the councils are working on providing or enhancing closed circuit television in their prime retail areas, hut some retail operators complain about the length of time this is taking.

> Inadequate parking facilities remain a source of concern for retailers

Lambeth council has taken a policeman on secondment to help develop its security initiatives. "Security is a fundamental part of what we are trying to do in developing a local partnership between traders and police," says Mr Duffield. Lambeth provides a CCTV service as well as advice on security issues to traders.

Notwithstanding these initiatives, the boroughs face a difficult dilemma. It is summed up hy Mr Taylor of Greenwich. By attempting to block retail investment in out of centre locations, councils run the risk of losing out on the investment altogether. "We do not want them to move elsewhere," Mr Taylor says.

Parking facilities in town centre sites are also a source of concern for retailers, who complain that empty promises by council officials to create new

campaign to restore the "via- to be able to offer developers multi-storey car parks "are as common as Royal family scan-

All four local authorities say they are aware of the need to upgrade car parking facilities, creating more spaces and improving safety standards. But they argue that their abil. lty to put together packages to compete with out-of-town greenfield sites is reduced by central government spending curbs.

However, the councils point to a number of initiatives that should improve the relative attractiveness of their town centre sites for retailers. Lewisham, for example, has appointed a town centre manager. "His joh is specifically to talk with the individual managers in the centre and do things that will help them to stay," says Mr Regan.

Council officials cite several planned town centre developments as evidence that their efforts are having some effect.

For example, in Brixton, London and Cambridge Properties is planning a £33m scheme to develop a two-storey shopping centre above the tube station. The development of what is known as the Central site has heen a long-term policy objective of Lambeth council. hut London and Cambridge's planning application was the

Southwark was encouraged hy reports last December that suggested that UK Land, the quoted property company, was close to refinancing its main asset, the bright pink Elephant

and Castle shopping centre.
All four horoughs are hullish ahout retailing in their key areas over the next five years, partly because of non-retail developments. Southwark, for example, predicts "a major expansion of food and non-food retailing" in the Borough High Street, Bankside and London Bridge area as a result of the development of the Globe theatre, the Royal Opera and Juhllee Underground line.

The horough states that "Hay's Galleria types of shop will move into Benkside and Borough Market areas" and that more shopping facilities will he provided at London

## Job hopes lie in services

Light industries wm provide the employment prospects of the

With "old" industries, which were generally concentrated on the docks of the River Thames, long since gone South London has had to look to the development of new

Much of the area's potential is connected with the completion of the Jubilee line underground extension. which will have new stations at London Bridge, Bermondsey, Surrey Quays/ Canada Water, and North Greenwich. In addition, the proposed extension of the Docklands Light Railway to Lewisham, and a strong possibility that Greenwich could be the successful bidder to host the Millennium celebrations, could also stimulate industrial and commercial development

Improved transport links will, of course, aid the tourist industry. The better connected the south is to the centre, the greater its appeal to visitors. Robert Gordon Clark at the London First Centre, a private and public inward investment to the capital, believes sonth the capital's accommodation crisis. "There is a great need

for both two and three star hotels in London, and quite often the central London hotels are full," he says.

Two potential growth areas for hotels and restaurants are the developments in Southwark of the Tate's new Museum of Modern Art and the Globe theatre. It is likely that small retail units. restaurants and perhaps botels will cluster round these new arts facilities.

One of the hlueprints for south London regeneration is perhaps, Surrey Quays. Formerly Surrey Docks, the site was largely deserted by the time the London Docklands Developmen Corporation was formed in 1981. It became, however, one of the main focuses of LDDC activity and has since been transformed into a retail unit.

**Associated Newspapers** relocated its printing plant there during the general exodus of the newspaper industry from Fleet Street, and in so doing became the area's main industrial unit.

The LDDC has now encouraged the development of a second phase, known as Canada Water, which will extend shooping facilities and lead to a significant leisure development. On an eight-acre site purchased from Southwark council, new employment will be provided in the leisure industry hy the construction of a hig cinema complex, bowling centre and

end of 1996.

In an effort to recruit local people into the leisure industry, a training school for potential chefs has been established at another LDDC-backed site, Butlers Wharf, where there is a number of restaurants.

Further south, the Deptford City Challenge has helped regenerate Lewisham. Established in 1992, it was given government funding worth £37.5m over five years. Ms Caroline Shorten, of

LDCC, says that a £6m regeneration fund encouraged new companies to move into the area, creating employment for local residents. It is expected that by 1997 some 3,000 new jobs will have been created.

The retail industry will become a leading employer in Lewisham this year when J. Sainsbury opens a supermarket at New Cross. This, says Ms Shorten, ls likely to lead to 350 new jobs. On the same site will be a new Gala Clubs bingo hall and restaurants.

"The Sainsbury move brings a credibility to the area and speaks volumes for it in terms of opening new opportunities," says Ms Shorten.

Among husine relocating to Deptford recently has been Advanced Systems and Support, s high-tech computer

this phase is scheduled for the became aware of the initiatives being taken in Deptford after the LDCC launched a television advertisement that was sbown in the M25 area.

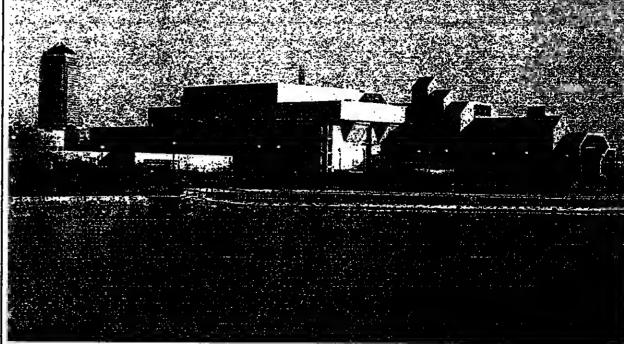
This company actually

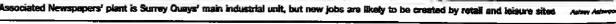
relocated from another part of south-east London, and so bore out one of the policy initiatives of Ms Jane Calvert-Lee, the London director of the CRI. Ms. Calvert-Lee says that one of the principal intentions when liaising with member companies is to suggest that they consider expansion within the area rather than relocating to another part of the country. Companies are also encouraged to get their suppliers to relocate near to them, so maximising the benefits to the local economy

Where the Deptford City Challenge has led, it is hoped that initiatives by the new Thames Gateway will follow. A partnership of 11 London borough councils, including Greenwich and Lewisham, the **London Docklands** Development Corporation. and public and private enterprise, the Gateway wa launched late last year. Its creation has been landed by Mr Neil Kinnock, EU

Transport commissioner, as signalling "the start of a vast programme of urban renewal that will breathe new life and revitalise the Thames."

John Pitt







# Reforms gain momentum

The damage done by years of poor standards will be difficult to repair – but not impossible

South London's education system is battling with a legacy of entrenched under-performance.

Last year, 14.9 per cent of 16-yearolds in Greenwich left school with no qualifications at all. There were similarly high figures in Southwark (13.4 per cent) and Lambeth (12.2 per cent). The national average, by

comparison, is 8.1.

Ofsted, the government schools inspectorate, is making a special investigation of all the schools in Lambeth over the next year, due to the significant number of schools in the borough that it had already found to be "failing". Lambeth is one of only two boroughs in the country to be singled out for such

And the government's "league tables" of schools' performance in public examinations also do the four boroughs no favours. In a table ranking authorities by the number of students reaching at least five Cs at GCSE (the traditional benchmark for moving on to sixth-form studies) last year Southwark came 105th out of 108. In the previous three years, it had finished either 108th or 107th. On the same scale last year, Lambeth finished 103rd, Greenwich 94th, and Lewisham 90th.

Lambeth and Southwark also have among the worst 10 absenteeism records in the country.

On first sight, these are deeply depressing figures. Like other economically deprived areas, south London's education system is not producing pupils who have the skills to help revitalise the local economy.

However, the area's local education authorities are making strenuous attempts to improve the situation, and they have plenty of help from outside agencies. South London gained two new universities in 1992 when South Bank University, whose main campus is near Elephant and Castle in Southwark, and Greenwich University were upgraded from polytectunics.

The authorities all appear to be were "mature students" (over 21), progressing, albeit from a very low as were 61 per cent of students at base. Southwark's successful effort. Greenwich. This reflects efforts to

to move off the bottom of the league table has included employing teachers on separate, part-time contracts to take evening and Easter revision classes.

Lewisham has piloted anti-truancy measures with a Schoolhouse programme. Disaffected pupils are taken out of the school environment to attend lessons in a normal terraced house in Deptford, receiving tuition that is organised jointly by the council and Lewisham College. High technology is also being used: Lambeth's primary schools are now on-line, forming one of the UK's first local education highways.

At school level, the area boasts a City Technology College in Lewisham. In Lambeth, where the majority of secondary schools have opted out, some schools have made controversial proposals - so far denied by the Department for Education - to introduce academic selection in their recruitment of pupils. This follows the decision by grant-maintained comprehensive schools in neighbouring Conservative-controlled Wandsworth to select half of their pupils on academic ability. The presence of numerous Angli-

can and Catholic schools, and a range of single-sex schools, also ensures a varied choice for parents, while the area's independent schools receive big subsidies from the government to take on children from low-income families through the Assisted Places scheme. Dulwich College received £1.28m from the government in 1993-94, more than any other school in the countric than

But it is the area's higher and further education that is having the most direct impact on the local economy.

The universities, in particular, have placed themselves at the heart of attempts at regeneration. Both can stimulate development by virtue of their size. (South Bank doubled its intake between 1990 and 1992).

But both deliberately cater for the needs of the area, with a concentration of older students, many of whom take part-time degrees while continuing with their normal jobs. In 1992-93, 77 per cent of South Bank's entry for full-time courses were "mature students" (over 21), as were 61 per cent of students at Greenwich. This reflects efforts in



Door of opportunity: universities are helping re-skill the local workdorce Tony Andrews

re-skill the local workforce.

Both universities also act as consultants to local small companies.

Their capital developments alone have a significant economic impact. Greenwich has used innovative partnerships with the private sector to house its new students, striking a £12m deal with Wimpey, the construction company, to design, huild, finance and operate new student accommodation in return for an annual rent. After 30 years, the buildings will return to the univer-

South Bank is building a £13m hall of residence at St George's Circus, near Elephant and Castle, while a £4m information technology centre on the Borough Road, near Bankside, will open in Septamber.

The centre will include 1,000 computer work stations, and will function as an "electronic library", with access to CD-Roms, external databases and the Joint Academic Network (JANET). The centre will have extended opening hours, and the university will hope to make it

available to the public.

Mr Gerald Bernbaum, vice-chancellor of South Bank, says the university also has ambitious plans for a further site on St George's Circus, which would include student accommodation but would also be available for community activities — such as a health centre, or services for the elderly.

But Mr Bernhaum is also keen to use the university to attract custom from outside the UK. South Bank's courses, which are mostly vocational, and its position near to the Thames and the centre of London, have made it popular with students from elsewhere in the EU. Degree courses that last four or five years in Germany can be completed in three at South Bank, in the process. students can gain fluency in the English language. More than 1,200 students came from other EU countries to take degrees at South Bank last year. The benefits to the local economy are not insignificant; all of these students must have spent Local government: by John Authers

## Losing the 'loony' label

Thanks to new management strategies, the councils are at last shaking off their old image

Superficially, south London's four borough councils look rather similar. All were Labour-controlled virtually continuously for a decade, and have to battle with serious levels of deprivation. They all tend to be labelled "loony Left" indiscriminately by the press.

nately hy the press.

But this homogeneity is only superficial. The uniform party political outlook conceals huge differences in managerial culture and effectiveness, and in history.

Greenwich is a moderate council that never fitted the loony left label. Lewisham is well established as one of the most innovative and best managed councils to the UK. while, in the past few years, Southwark has shown signs of emplating it, using rather more radical plans. Lambeth, considered king of the "loony left" cantingent for policies adopted in the past two decades, has spent most of the 1990s trying

to turn the tide.

The council has had three chief executives in the past three years, each of wbom has tried to overturn the serious legacy of mismanagement. While councillors indulged to confrontational policies, such as resisting the government's decision to "cap" their rates to 1987, or publicly amouncing they would not pay their poll tax to 1990, lower level managers were left virtually unsupervised.

In 1994, Labour lost overall control of the council, gaining only as many seats as the Liberal Democrats. Tenants' dissatisfaction with the appalling disrepair of the borough's estates was generally held to blame.

Lambeth has been frank about the problems for several years now, and in 1994 published a report hy Miss Elizabeth Applehy, an independent harrister. This found that, as of October 1994, Lambeth, whose annual budget is about £500m, was owed £200m in unpaid rents, council tax and poll tax arrears.

Miss Appleby advised Lambeth's new chief executive. Ms Heather Rahbatts, recruited from nearhy Merton after intensive head-hunting, "to proceed on the basis that mismanagement is in be found in each and every directorate". She appears to have done so, as

money in the area during their stay. all the horough's departmental

directors have been replaced since she took over a year ago. Ms Rabbatts is now making a series of what she calls "single policy hits", whereby officials focus on individual issues and report to the chief executive. "We've had estates where the lights have been on all day and off all night for the last two years. I have one officer. answering directly to me. working exclusively on estate lighting," she

If anything emphasises the change of attitude at Lambeth, it is the borough's stall at the last CBI annual conference. The stall had plenty of visitors, according to Ms Rahbatis, "and all of them said they'd never have worked with Lambeth before, but they would

Ms Rabbatts even wants finally to solve the problem of the borongh's direct services operation. Lambeth is looking for a private sector huyer to take it over, effectively "externalising" the operation and exposing it to private sector disciplines. The council would retain a stake, and the organisation would remain contracted to it.

With rather less fanfare, neighbouring Southwark, still Labourcontrolled, has already accomplished an impressive managerial shift. On a range of indicators pulhished last year by the Andit Commission, its housing service (which owns the largest council housing stock in London) is shown to be comfortably the best in the city.

Behind the figures lies a welter of sweeping managerial changes pushed through with cross-party backing by the borough's soft-spoken chief executive, Mr Bob Coomber. The number of senior managers was cut by more than half, from 11 to five, leaving the incumbents to concentrate on strategy, and coupled with staff cuts elsewhere, saving £1m from the annual wage

Middle managers now take more responsibility. This is particularly true of the housing department, where power has passed down to individual estates and is exercised by tenants' associations in conjunction with local housing managers. The intention is to make the council serve clients, rather than defend departmental fieldoms,

Brutal performance indicators

are used across the borongh, with each estate being told monthly how its figures on arrears, vacant flats and so on compare with others, and schools told how their exam results in individual subjects stack up. South London's best-established example of the competitive spirit in local government is in Lewisham. There, DirectTeam, the organisation that provides blue-collar services, has proved fiercely competitive in answer to strong incentives provided for it by the council.

Uniquely among council direct services operations, DirectTeam started as a refuse collection group, which successfully became the first to introduce wheely-hins to a metropolitan borough, and then successively took over the organisations covering all Lewisham's hine-collar services.

Typically, DirectTeam would take on a service that was failing, turn it around, and pass on (some of) the savings to the council, while also using them to invest in the next failing service that it needed to take over.

to take over.

11s formidable list of national prizes includes a national training award from the old Department of Employment, and a Chartermark for customer care. It was also the first public sector organisation to receive the British Standards Institute's ISO 9000 for all its services and is the largest public sector organisation to be recognised for the Investors in People classifica-

bion.

DirectTeam is an enlightened employer, advertising for staff with promises of strong, accredited training schemes, including an Open Learning Centre where employees can improve their literacy and numeracy, and learn about more proceeding and precedences.

word processing and spreadsheets.
The organisation also offers training opportunities to the local unemployed, recruiting about 110 people each year to take courses in huilding skills, which also lead to national vocational qualifications.

Last year, this led to the unprecedented step of the organisation's managers setting up a management "hny-in" of AAH EnvIronmental Services, one of the higgest local government contractors with a workforce of 2,500, in a deal worth £32m. This allowed its managers to expand their husiness in a way denied to them under current legislation, which limits trading by local anthorities.

Lewisham has also led the country in experimenting with the concept of the "electronic town hall". Last year it provided "video boxes" in different locations in the borough where citizens could record their complaints or suggestions. Several bundred took the opportunity to do so.

## SERVICE IS THE KEY



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BROWN & MASAR

■ Tourism: by Scheherazade Daneshkhu

## Faith grows in industry of the future

New hotels and new sites may break the north's stranglehold on the leisure business

London is unquestionably the main tourist destination in the UK. Of the 21m overseas visitors who came to the country in 1994, 11.5m headed for the capital. In addition, some 8.6m domestic visits were made. Tourists speot £6.4bn in the capital in 1994; the London Tourist Board expects the equivalent figure for 1995 to stand at £7bo, and the oumber of home and overseas visitors to total 21m.

Yet south London gets only a fraction of these financial benefits. Its biggest tourist attractioo, Greenwich, does receive 2m visitors annually, thanks to the National Maritime Museum, the Royal Observatory and the Cotty Sark ship. However, the average visitor does not spend more than half a day in the

The main problem for south London is that the capital's most popular tourist attractions are all situated north of the Thames. The British Museum, the National Gallery. St Paul's cathedral, the Tower of London, the Tate Gallery and Westminster Ahbey are London's most frequented tourist destinations, attracting between them more than 19m

Tourists not only visit sites - they also go to the theatre and spend £1.25bn a year on shopping. Here, once again, north of the river has the advantage – this is where London's main shopping districts, Oxford Street and Knightsbridge, are located. Its theatre and restaurant heartland is also in the West End.

However, sonth London has its fair shara of attractions, anchored by the South Bank development of theatres, cine-

oear Waterloo bridge. Sucb south London sites as Tower Bridge, the Design Museum, HMS Belfast, Southwark Cathedral, the London Dungeon and Lambeth Palace also attract a steady stream of visi-

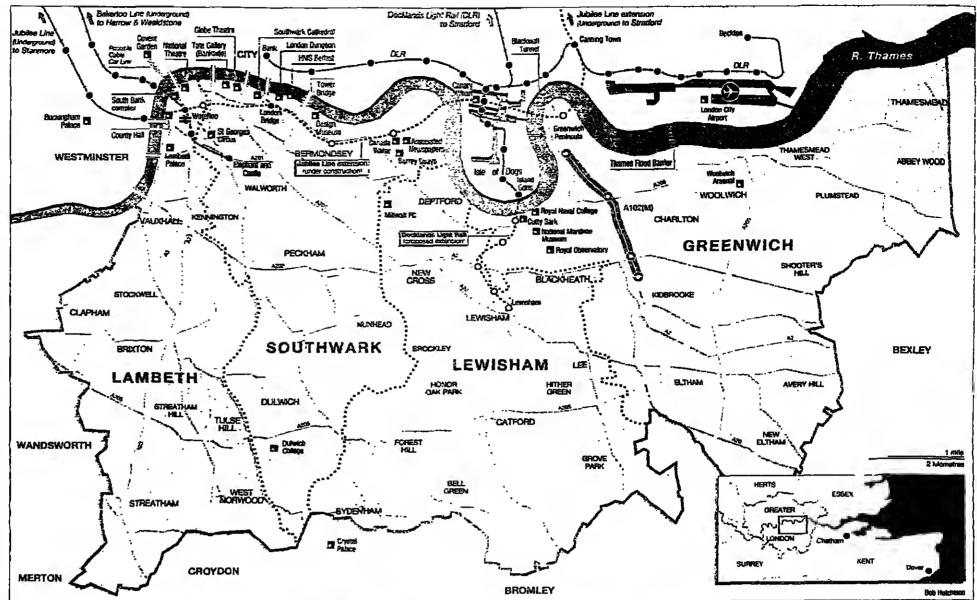
Two attractions that should increase visitor numbers substantially are also being developed: the replica of Shakespeare's Globe theatre and the Tate Gallery of Modern Art at Bankside power station on the bank of the Thames in South-

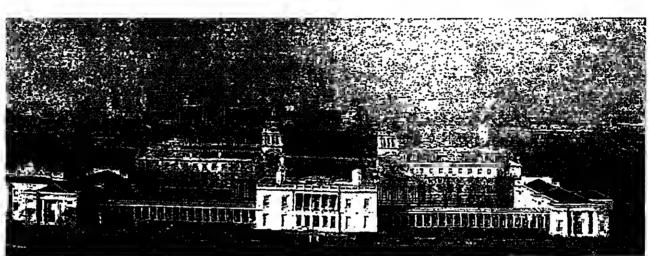
The Millennium Commission bas awarded the Tate £50m towards the estimated £106m cost of the development of the Tate Gallery of Modern Art. and the Globe was recently given a £12.4m grant by the Arts Council.

The new gallery, which will show around 1,000 masterpieces of 20th century art, is expected to open in 2000. The Tate Gallery on Millbank will return to its original role as a museum of British art. There are also plans to link Bankside, which is opposite St Paul's cathedral, to the north hank with a new foothridge across the Thames,

These developments coincide with recent initiatives by the London Tourist Board and the government to try to spread the henefits of tourism to sonth and east London. The Loudon Tourist Board was recently awarded £350,000 over five years through the government's Single Regeneration Budget challenge fund 1996 for its TourEast London

Greenwich and Southwark are two of the five boroughs the others are Hackney, Tower Hamlets and Newham - in the TourEast consortium, which is promoting tourism to east London and which also includes the London Docklands Development Corpora-





## services

**Transport** 

Continued from page 1

Cathedral and HMS Belfast, It will also bring Canary Wharf within 10 minutes of Waterloo and and at peak periods is expected to carry 18,000 passengers in each direction every hour.

The Jubilee Line extension makes no fewer than four crossings of the Thames, emphasising the extent to which the river forms a barrier, particularly in east Lon-

Another important crossing under the Thames will be pro-vided by the Lewisham extension of the Docklands Light Railway. This will link the Isle of Dogs to the north and Greenwich and Lewisham to been short-listed to build the £100m-£130m extension and are expected to put in their final bids later this month. The 41/2 mile extension is expected to carry 10m passengers a year, a quarter of the total using the

DLR network, by 2004. If all goes according to plan. the extension will be open in 1999, linking Lewisham town centre through Deptford and Greenwich with Canary Wharf. This would both improve job prospects for people in south London and give employers in

Docklands a higger pool from

which to recruit staff. The extension also has the potential to increase tourist and leisure travel between central London and Greenwich. This, however, may prove prohibitively expensive - an underground station at the Cutty Sark site on the Greenwich waterfront would cost £14m to huild.

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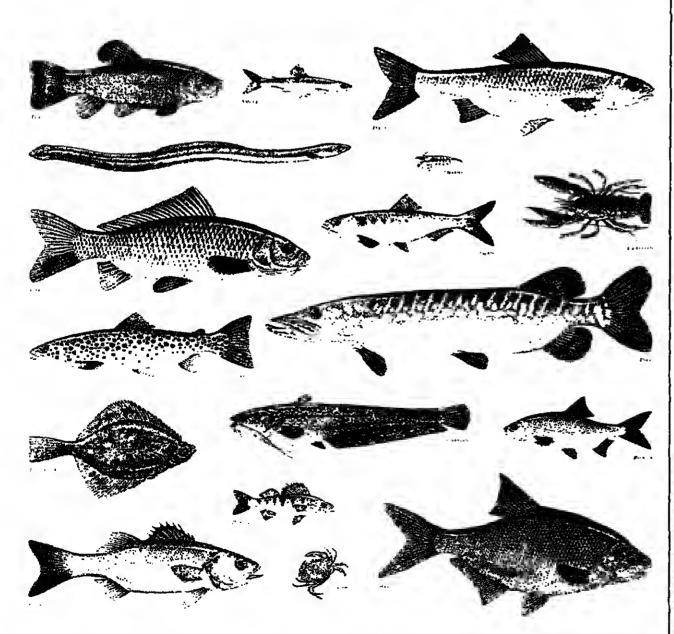
para<sub>mo...</sub>

There are oo immediale plans to reintroduce trams in the four boroughs, although a proposal for a line linking Kings Cross with Waterloo and the Elephant and Castle is being investigated by London Transport and the councils involved. London's last tram ran hetween the Victoria Embankment and New Cross in July 1962.

Further south, however, the Croydon Tramlink project is making good progress. Four consortia have been shortlisted to make final hids for the work would speed up journey times between Wimbledon Croydon, Beckenham and New Addington.

The Croydon Tramlink would provide a desperately needed orbital connection in the south of the capital, where most existing rail lines run radial services into the ceotre. A start is being made with the transport links needed to connect the four horoughs more closely with the economic life of the rest of the capital hut there is still a long

## Living conditions are improving. (Well, that's what the residents keep telling us.)



Docke when Charles Dickens was a nipper-

And the cleaner the water, the healthiar the (As en independent MORI survey chamed.)

es. funded urban lorms, ecological

**⊞London Docklands** 

development at the London Tourist Board, says the government recognises the importance of tourism as a mechanism for urhan regeneration areas that do not have the obvious attractions of the West End. In addition, areas ontside central London have the potential to attract secondtime round visitors who would like to see something different from their first trip. (Sixty per cent of London's tourists make repeat visits.)

The Londoo Tourist Board and Christie and Co, the property surveyors, have also launched a campaign to stimnlate hotel building, particularly in areas ootside the city centre. The LTB estimates that 10,000 more rooms could be needed by 2000 to cope with growing tourist demand. The main shortage is of affordable hotels and, given the high cost of land in central London, it seems sensible to situate new hotels in areas ontside the centre such as Docklands and the Sooth Bank.

Last summer, Accor, the French hotels group, opened one of its three-star Novotel hotels near Waterloo station and Lambeth Palace, home of the Archbishop of Canterbury. Whitbread, the brewing and leisure company, last month said that it would be building two hotels in County Hall, the former home of the Greater London Council, on Westmin-

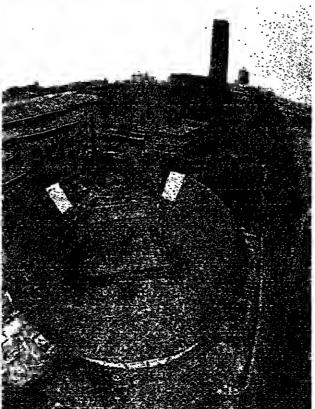
ster Bridge oo the south side

of the Thames. The move was welcomed hy Ms Virginia Bottomley, the National Heritage secretary, as "a vote of confidence in the efforts we are tors". Whitbread is developing a 200-room four-star Marriett hotel and a 318-room Travel Inn hudget hotel and is also planning two other Travel Inns, one of 220 rooms at Euston and one of 150 rooms at Putney Bridge. Mr Trevor Ward, director, BDO Hospitality Consulting,

says this development will help focus attention on the sonth of the river as a tourist destination. However, Mr Ward believes It will he more difficult to attract tourists to hotels in

some other parts of south London. "County Hall is on the doorstep of the city centre but in other areas you'd need more than a hotel - you'd need a reason for staying there. It could be difficult to make money out of building a tourist attraction in some of these areas," he says. The LTB's Mr Chenery dis-

agrees. He believes there is demand for hotel accommodation in the south London borooghs and cites the Scandic Crown hotel at Nelson Dock in Southwark and the Britannia loternational in the Isle of Dogs in the east end as evidence. "A market exists and the scope to develop hotels in the centre is not easy," he



## **The Financial Times** plans to publish a Survey on

## on Thursday, 7 March 1996.

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OTHE FINANCIAL TIMES LIMITED 1996

Monday January 8 1996

## **MARKETS**



GERARD BAKER: GLOBAL INVESTOR Financial markets received the news of the departure of the latest Japanese prima minister on Friday with customary sangfroid. In Japanese political drama, the actors may change with bewildering rapidity, but the plot evolves rether more slowly. Page 24



ROBERT CHOTE: **ECONOMICS NOTEBOOK** Governments have spent much of the 1990s learning to live with disenchantment among the electorally pivotal middle class So it is somewhat ironic that. in countries such as the US. many economists have argued that the middle class is shrinking, Page 24

With bank loan interest rates at their lowest for many years, and not seen rising in the short term, dealers in the international syndicated loans market are gearing up for another busy year. Page 26

For ahares in London, the most important economic numbers due this week are likely to be Thursday's manufacturing output and industrial production figures. In the US, talks between President Clinton and the Congressional Republicans over the budget dispute will continue to be a significant factor. Page 27

**EMERGING MARKETS:** investors hoping the new year would usher in a better performance in Taiwan's stock market than last year's abysmal showing met severe disappointment. The news is not likely to get much better during the first half of the year. Page 25

CURRENCIES: In spite of the wrangle over the US budget, most analysts and investors are bullish, with good reason, about the dollar, but it is by no means one-way traffic, Page 25

Pests and drought devastated cotton yields last year, sending prices to record highs. So seminars on biotechnologies to fight such blights are

expected to attract swarms of participants at this

week's 1996 Beltwide Cotton Conference.

INTERNATIONAL COMPANIES: Goldman Sachs, the US investment bank, is close to buying AMF, the country's biggest operator of bowling alleys, for about \$1bn. Page 23

UK COMPANIES: Meggitt, the aerospace and electronics engineering company, is today expected to announce the resignation of Mr Nigel McCorkell, its deputy

## STATISTICS

chairman. Page 22

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## Intel admits Pentium chip speed error

in San Francisco

Intel Pentium microprocessors, used in the latest high-performance desktop personal computers, are not as fast as had been claimed by the chip manufacturer. An error in software used to determine the speed of the chips produced false results. overstating the performance of some of Intel's newest Pentium chips by about 10 per cent, the company announced on Fri-

day.

The error is an embarrassment for Intel, the world's largest chip maker, reviving memories of the 1994 revelation of a defect in early versions of the Pentium chip. "We are embarrassed and truly sorry for this oversight," said Mr Fred Pollack, director

Faulty software brings fresh embarrassment to world's largest microprocessor producer

and planning group.
Intel's admission and its apology are in sharp contrast to the company's response in 1994 when a mathematics researcher discovered a flaw in the Pentium chip. Intel at first denied the significance of the flaw. An outtry forced the company to offer to replace the chips at a cost of

Having learnt its lesson, Intel has taken a different approach to the latest Pentium problem. "Rather than hiding it or saying it's not important, we are making this

of Intal's measurement, chip architecture information public. And if we take a shot in the stomach, we take a shot in the stomach," the group said. However, investors did not appear to be concerned by Intel's announcement. The company's

shares closed unchanged at \$57% on Fri-

Intel's dominant role in the market for microprocessor chips used in PCs is unlikely to be affected. Although competitors make faster chips, Intel's devices have become the industry standard, accounting for about 80 per cent of microprocessors

Shot in the arm

Top 10 companies by sales, 1995

Hospits Matter Roussel

Brist: Hillyers Soulbb

World pharmaceuticals sector index decased

Poshe (inc Syntex)

However, Intel could face customer com-plaints. The company said it was investi-gating whether any customers had pur-chased its chips solely on the basis of the

Separately, Intel and Advanced Micro Devices reached a five-year cross-licensing agreement on patents and certain copy-rights, the semiconductor manufacturers said. Financial terms of the new agreement were not revealed. A previous licen-sing agreement between the companies

expired at the end of 1995. Intel and AMD have a history of legal battles over intellectual property rights. The companies reached a broad settlement 12 months ago and agreed as part of that settlement to perotiate a new cross-licen-

## Granada considers next Forte bid move

By David Blackwell in London

Granada's foll board convenes today to decide bow to continue its £3.3bn (\$5.1bn) bostile take-

over battle for Forte, the UK's largest hotels group. The meeting follows last night's discussions between the TV. catering and leisure group's executive directors on their options following Forte's surprisingly strong defence. The most likely move appears to be an increase in the bid tomorrow the last possible opportunity.

In November, when Granada launched the bld, it offcred four shares plus £23.25 casb for every 15 Forte shares. At Friday's close the offer was worth 325p a sbare, with a fully underwritten cash alternative of 321.67p. Some analysts believe Granada

needs to raise the offer to the egolvalent of more than 380p a sbare to be certain of victory. But an increase to between 340p and 380p looks more likely.

However, Mr Gerry Robinson, Granada chief executive, could also decide to make a hold attempt to win without increasing the offer. The group would rely on the strength of its busi-ness plans for a combined group to win institutional backing - it has cited possible savings of £100m in the first year.

A third option is to walk away from the deal, as the group did last summer with contract caterer Eurest International. Nct long afterwards. Compass, the world's biggest catering group, paid £580m to acquire Eurest from Accor, the French hotels

and catering group.

Some observers believe institutional sbareholders in both groups would be happy to see Granada buy the roadside restawant businesses and budget botels, which Forte bas lined up to sell to Whithread for £1.05ba. But this option is unlikely as Granada in purchasing and staff-

ing would disappear. Meanwhile, Granada yesterday said it would be asking Eleinwort Benson to clarify one of the figures in a brokers' report issued on Friday. Granada believes Forte sbarebolders opting for the sbare bny back planned if the bid were to fail would retain 79 sbares worth 301p. not the 330p assumed by Kleinwort. The lower value reflects the effect of the planned distribution of Forte's shares in

## Opinions are divided over prospects for shares in 1996 after astonishing increases in 1995 Pharmaceutical groups

finish the year on a high hares in the pharmaceutisitions. Glavo announced savings

share prices.

Scals sector had a marvel-lous 1995, but 1996 may not turn out to be as lucrative for Last year's performance was

unexpectedly strong: shares in the world's pharmaceuticals companies rose 47 per cent, their best performance since 1966. They outperformed global stock markets by 26 per cent. Some companies did spectacu-

larly. Shares in US company Pfizer, the world's seventh biggest drugs company by sales. rose more than 70 per cent. Merck of the US and SmithKline Beecham of the UK bad share price rises of over 60 per cent. The increase in Merck's market capitalisation was more than

Analysts are united on the two main reasons for their astonishing rise. First, drug shares had fallen 6 per cent between 1992 and 1994 as investors fretted over the possibility of US healthcare reform and the reality of cost controls imposed by governments in Europe and Japan.

level came when the US reform plans were shelved and when it became clear that changes elsewhere could be absorbed without serious damage to profitability. Second, drugs industry executives discovered they could cut

costs with little apparent damage to prospects for growth. The 1980s was a decade of unprecedented profitability in the sector. Many companies, by their own admission, allowed cost control to fall down the agenda.

Much of the recent restructuring came after mergers or acqui-

Takeover work to

As the year-end corporate earnings season gets under way in the US, one of

the first to report will be J.P. Morgan, the New York-based bank whose results

stronger note than the year before. The

rising interest rates and bond market

slide of 1994 were capped in the final

quarter of that year by Mexico's

financial collapse. That resulted in earnings per share of only 96 cents for

the last quarter, and an earnings weakness that carried into early 1995.

The latest figures should look

big bond houses such as Morgan

into the mergers and acquisitions

business began to pay off as the US

takeover market had its most active

purchase of CBS, one of the biggest

different. US markets were far more

hospitable for traders in 1995 · though

generally took fewer risks than in 1993, the last time the fixed income markets

performed as strongly, and so will see

lower trading profits than in that year.

On the other hand, the bank's push

year ever. That resulted in jobs such as

advising Westinghouse Electric on its

deals completed in the fourth quarter.

As a result, Morgan's fourth-quarter profits should broadly match those of

reported earnings per share of \$1.78 -

on the level of profits the bank takes

from its investment portfolio.

though the outcome will depend in part

the three months before, when it

For Morgan, 1996 ended on a far

bolster US bank

are due on Thursday.

of £700m (\$1.1bn) a year after its £9.1bn takeover of Wellcome last yaar. Bid apeculation and the prospect of lower costs lifted

If there is little dispute about wby 1995 was so good, there is plenty of room for divergent views on 1996. Leading the pessi-mists is BZW, whose 125-page analysis of the European pharmaceuticals sector, published last week, announced: "The bear is back!

Its argument is based largely on share price charts and price/ earnings ratios. Looking back at the last five years of share prices and earnings, BZW notes that the sector has never been able to stay above a 21 times price/earnings ratio for long. "The sector started 1995 on 12.1

times earnings. Today's valua-tion is a heady 21 times," it says. "Valuations cannot be maintained at this level." It adds that "drug price pressures have not gone away". Healthcare reform may re-emerge as a US presidential election in November nears. BZW says investors should "take profits" in a number of

their pharmaceuticals investments. Some shares including those of Glaxo Wellcome and Pharmacia & Upjohn, will be cheaper in a year's time than now. Few analysts are as pessimistic as BZW, and some take an opposing view. James Capel, for example, argues that the extent of profitability improvements likely from cost-cutting has not yet been realised.

Mr Andrew Tivenan, a Capels pbarmaceuticals analyst, picks companies in continental Europe

as likely to have a good year because they are yet to make as many cuts in their costs as their US, UK, and Swiss rivals. He forecasts that the sector

will do well" over the year, suggesting if inflation returns, more cyclical sectors would benefit. Mr James Culverwell, of stock broker Merrill Lynch is upbeat.

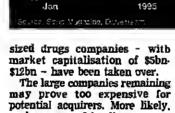
He says that mergers and costcutting "are extremely beneficial to the sector in the long term". "Some of the less efficient companies have been taken over. Successful companies have eliminated borderline research pro-

grammes. The result is a much more efficient industry," he says. Mnch of the disagreement could be resolved by any sharp move in the strength of the US dollar, in which the bulk of drug sales take place. Profits at several continental European companies, especially German groups such as Schering, and Clba of Switzerland, were hurt last year by the falling value of dollar

sales in their home currencies. However, BZW argues that since a 15 per cent fall by the dollar against a basket of European currencies did not hurt share prices, a recovery should not lift them.

Another means of clarifying the direction of shares could be more hostile bids. The widespread bid speculation that gripped the sector after Glaxo's 19.1bn bid for Wellcome in January 1995 was one of the factors behind, for example, Zeneca's near-50 per cent share price rise over the year.

But analysts agree that further large hostile takeovers are unlikely. Almost all of the mid-



perhaps, are friendly mergers along the lines of the 1989 merger of Smithkline Beckman of the US and the UK's Beecham.

Opinion is divided on what this would mean for shares. Bid pre-

sized drugs companies - with miums might vanish, but some investors might be attracted by the possibility of higher earnings from cost cutting. Either way, there does appear

to have been one sea change in the past year. The rise in shares over the year has anticipated a rise in corporate earnings. Now the industry must deliver.

Daniel Green | the Savoy Group.

## This week: Company news

## LONRHO Demerger question still paramount

Lonrbo is expected this week to confirm that it is studying demerger plans.

The most likely scenario is believed to be a flotation of the mining business after the group has been split in two. However, Mr Dieter Bock, the chief executive who is radically reshaping the international conglomerate, is

likely to announce that nothing

concrete has been decided. Lonrho is reporting full-year results on Thursday. Mr Bock is expected to indicate that the recovery in the group's pre-tax profits is continuing and there might even be a modest increase in the dividend. Profit forecasis range between £140m and £150m (\$215.6m-\$231m) compared with £112m reported for 1993-94, still leaving Lonrho some way to go before it matches the £165m for 1992-93.

Mr Bock, who last year ousted his predecessor and Lonrho's founder, Mr Tiny Rowland, is said to be eager to find ways to reveal more clearly the true value of the components that make up the group in which be is the largest private shareholder.

Lourho's mining interests, at present us the spotlight, include 41 per cent of Ashanti Goldfields of Gbana, recently floated in London and Accra, and 32 per cent of Impala Platinum Holdings, if the proposed merger between Gencor's and Lonrho's South African platinum interests goes ahead. That would result in the formation of the world's biggest producer of platinum and the implications are being considered by the European Commission.

Meanwhile, Mr Bock has been husy restructuring other parts of the group. The hotels business bas now had a full year as a consolidated subsidiary and it could be sold or reversed into another company. The African trading operations have been reorganised into a more sensible structure which would enable them to be floated, or separated

#### OTHER COMPANIES Uncertain times for Share price relative to the German steel sector

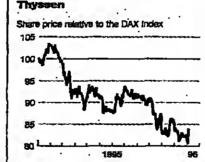
Thyssen Stahl, Germany's biggest steelmaker, on Wednesday reports its results for 1995, a year during which the steel division belped propel Thyssen's group net profits to DM775m (\$538m). Just how big the profits for the steel division will be remains something of a mystery because of Germany's nebulous accounting procedures. Thyssen Stahl reported net losses of DM448m for 1994. There has been talk recently of profits last year of

more than DM400m, but Mr Alan Coats of Merrill Lynch, the US brokers, has forecast net earnings of DM326m. After considerable restructuring during the recent steel recession, Thyssen Stahl is expected to benefit from the improved steel market this

year. However, new orders were slowing in the second half of last year and part of the company's workforce is still working short time, both factors which heighten uncertainty about the outlook for the steel market this year. The company will be cheered by the news from the US last week where Nucor, the leading US mini mill, raised

prices by \$10 per tonne, However, European steel prices remain higher than in the US and there is likely to be continuing pressure for further production cuts across the European industry, Thyssen included, if prices are to remain steady.

■ Ellis & Everard: The UK's largest chemicals distributor is expected to



reveal a strong increase in interim pre-tax profits when it reports today. Analysis are forecasting profits of £11.5m to £12.5m (\$17.7m-\$19.3m) for the six months to October 31, against the £10.5m in the same period last year.

■ Dixons: The UK's biggest electrical profits - from £28.5m to between £38m and £41m (\$58.5m-\$63.1m) -- for the first half to mid November, plus double-digit

■ Matthew Clark: The UK drinks maker and distributor is expected on Thursday to report interim profits of £15.5m (\$23.87m). This is more than double the previous first-half result, and reflects a full six-month contribution from Gaymer, the cider maker acquired for £105m in October

Source: FT Exter

retailer is expected on Wednesday to report a strong increase in pre-tax sales growth over Christmas.

1994. The results should show that the targets set for the Gaymer acquisition

have been met.

## -------

Deutsche Benk

Companies in	miz izz			
AMF	23	Dresdnar Bank	23	Scottish Amicable
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#### **UK NEWS DIGEST**

## **BICC** to revamp **US** operations

BICC, the international cables and construction company, will today announce the latest stage of its £30m rationalisation programme with a restructuring of its US operations.

The company, which last autumn warned that sluggish demand for low voltage cables would dent its 1995 profits, has drawn up plans to merge its US utility cable and industrial

cable operations into a single company.

About 4 per cent of BICC's 2.200-strong US workforce are expected to lose their jobs as part of the merger, involving the closure of the Pennsylvania headquarters of BICC Industrial

The move follows the announcement last November that BICC was closing its insulated cable plant at Yonkers, New York, and the Schönow cables factory in Germany.

Sluggish demand for industrial cables has persuaded other cable companies such as Delta of the UK and Alcatel Alsthom, the French transport and engineering group, to restructure

their manufacturing operations.

BICC said the final stages of its rationalisation would be In place by the time it announces its full year figures next month. It is expected to announce pre-exceptional profits of about £110m, down from £128m last time.

After the £80m rationalisation charge and a £44m goodwill write-off on its bousebuilding arm – sold last month for £60.7m - BICC is likely to report a pre-tax loss of up to £15m. The results are likely to be accompanied by details of BICC's ambitions in the Pacific Rim and plans for further investment in fibre optic cables.

#### Sears in talks over shoe chains

Mr Stephen Hinchliffe, the Sheffield entrepreneur who has been huilding up a diverse portfolio of lossmaking retail and brand interests, is understood to be in early discussions with Sears over the possible purchase of the Dolcis, Saxone and Curtess shoe chains.

Sears is expected to elaborate on plans for the shoe chains when it makes a trading statement on Thursday. The statement is widely expected to lead to a substantial downgrade of analysts' forecasts for this year. While Selfridges' is expected to announce trading improvements, business has been much tougher for the shoe shops.

Sears has already indicated that it plans to accelerate the conversion of many of the high street shops to the new Shoe City and Shoe Express formats, However, it is understood to he reluctant to close those which it does not want to convert. The discussions with Mr Hinchliffe are at a very early stage. Indeed, Sears is thought not yet to have decided whether any disposals should proceed.

The company has already done one deal with the Sheffield husinessman, who in the last 18 months has purchased a series of lossmaking businesses, including Sock Shop and Salisburys. Sears sold 250 Freeman Hardy Willis shoe shops to his company, Facia, in the autumn for an undisclosed sum. Peggy Hollinger

#### Ashquay transformation

Ashquay Group has completed its transformation into a property company with the sale of its Unit Pallets offshoot to two directors.

The company also announced the acquisition of Hardcastle Homes, a residential property company, and a return to profits with £35,000 pre-tax (£120,000 losses) for the six months to

The company, which changed its name from Unit Group last October, is selling the pallet manufacturer to Mr Mike March, the company secretary, and Mr William Covey for £1.4m, of which £1.Im is payable in cash and the balance in preference shares. Net inter-company halances of £235,000 owing to Unit will be repaid at completion.

The disposal will remove net debt of £713,000 from Ashquay. The company reported total pre-tax losses of £2.83m in the last

Hardcastle, in which three Ashquay directors have an interest, is being acquired for up to £2.77m. Ashquay is offering 5¼ shares for each Hardcastle with a partial cash alternative of

## Wimpey rejects buy-out suggestion

By Robert Corzine

Wimpey, the UK's biggest housebullder, yesterday rejected suggestions that its planned asset swap with fellow construction group Tar-mac could be undermined by a rival management bny-ont

The company said it was "surprised and annoyed" at newspaper reports of dissension within the Wimpey board over the asset swap, the biggest ever realignment in the UK construction indus-

It blamed "a small number of disaffected employees" for trying to "derail" the deal with Tarmac. "The board is united" in wanting to see the asset swap go ahead, Wimpey said. "It has not considered any management buy-out and nor will it do so."

Under the proposed swap. Wimpey is to absorb Tarmac's housing division, taking its market share to 10 per cent and almost donhling its size in the private homes mar-

Tarmac will get Wimpey's contracting and quarrying businesses, reinforcing its position as the UK's biggest supplier of aggregates and

coated stone.

It will become the second largest building and civil engineering company with an annual construction turnover of about £1.75bn, compared with the market leader Amec's sales of £1,9hn last

The two companies expect that dne diligence work on the swap will be completed in the next 10-14 days. "We are proceeding as planned," said Wimpey.

The asset swap has generally been welcomed by analysts, who say it will help the two companies to play to their traditional strengths.

## Meggitt deputy chairman quits

Meggitt, the aerospace and electronics engineering com-pany, is today expected to announce the resignation of its deputy chairman after deciding there was oo longer a role for

Mr Nigel McCorkell has quit his £180,000 a year joh after completing a non-core disposal programme aimed at transforming Meggitt from a diversified manufacturer into a more

specialist engineering group. Although the company said Mr McCorkell had not been ousted, some City analysts suggested the "timing was not of his own choosing". He was said to be negotiating a compensation package based on a

three-year rolling contract. Mr McCorkell's departure ends a long partnership with Mr Ken Coates, executive chairman at Meggitt. The two led a management bny-out of the Dorset-based group in 1984.

when they left Flight Refuell- for acquisitions and disposals. ing - another Dorset engineering company - to become managing director and finance director respectively.

His resignation on Friday followed a management overhaul last month in which Mr Mike Stacey was promoted from group managing director to chief executive.

At the time, the company said Mr McCorkell would continue as executive deputy chairman with responsibility

Those disposals were largely completed just before Christmas with the sale of six subsidiariea involved in analytical instrumentation and fluid pro-

The noo-core businesses were acquired by a management buy-out team for 500 8m; the company said that it would incur a £1.8m loss after writing £12m off goodwill on the

Meggitt was said to be nego-

tiating the sale of Sunvic Group, the German controls business - the last of the businesses that it has decided to divest.

The disposal programme was announced last March, shortly after TT Group, the acquisitive conglomerate, acquired a 4.3 per cent stake in Meggitt. Although some analysts suggested the disposals were part of a bid defence, TT made no formal approach and subse-queotly sold its holding.

## Severfield makes diversification

By Chris Tiche

Severfield-Reeve, one of the UK's biggest structural steelwork fabricators, will today announce its first diversification, into the manufacture and marketing of equipment designed to improve standards of cleanliness in the food industry.

Manabo UK, in which Sever-

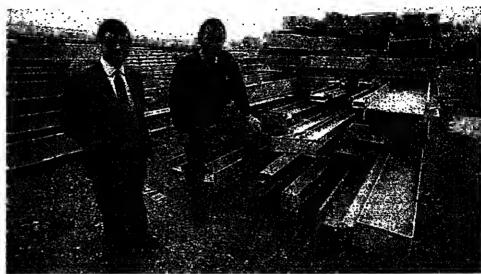
field-Reeve has a 75 per cent stake, will make cleaning and disinfecting machines for knives and chainmail gloves, as well as the gloves themselves and knife sharpening machines.

The new venture comes at a time of strong growth in the company's core business of design, fabrication and erection of structural steelwork for steel-framed buildings.

Mr John Reeve, chairman, says Severfield-Reeve's trading performance in 1995 was "materially ahead" of market expectations, with pre-tax profits certain to exceed analysts' recent forecasts of £2m, up from £722,000 in 1994. Prospects for 1996 are also

considerably better than could have been foreseen a few months ago. He says this will be reflected in dividends for 1995 and 1996. The 1994 total pay-out was Ip.

Severfield-Reeve emerged as one of the strongest survivors in its sector of the early 1990s recession, expansion in 18 months.



John Reeve (left) and John Severs, managing director, 'any company must grow to remain viable'

which removed about 250 businesses from the UK's constructional steelwork industry.

It begins 1996 with a record £12m order book, including structural steelwork contracts for the new semiconductor plants being huilt in north-east England by inward investors Fujitsu and Siemens.

Next Monday, at Severfield-Reeve's North Yorkshire site, a former Lancaster bomber base. a third production line comes on-stream, a £1.2m investment which is the company's third

The new line is intended to enhance efficiency and capacity at a plant which already claims to be the largest single volume producer of steelwork in the UK, and the most efficient in Europe in output per employee,

Mr Reeve admits the leap from structural steelwork to food industry equipment may surprise some observers but he says: "Any company must grow to remain viable. We are trying to broaden the company's horizons, while keeping tight control and imposing the same disciplines.

Manabo's products, intended for use in food retail premises and processing plants, have been developed in the Netherlands. Knives and chainmail gloves can be cleaned and disinfected in 10 to 20 seconds. Manabo UK will manufacture the products, for sale worldwide, from a new factory to be

huild at Severfield-Reeve's site. Manabo (Holland) has distributlon rights in mainland Europe and Scandinavia; Manabo UK, 25 per cent owned by its managing director Mr Richard Harley and his family, will market them elsewhere.

## Scottish **Amicable** growth

By Alison Smith, estment Correspondent

A sharp rise in single premium iovestment husiness, which more than doubled to £333m driven by the popularity of a guaranteed personal equity plan, was the main factor behind the rise in new business figures published by Scottish Amicable, the mutual life assurance group.

The group's annual premium new business totalled £88.2m last year, 8.5 per cent higher than in 1994, while lump sum policy sales rose by almost half to £505.9m.

Though the increase is less marked when investment buslness is excluded, any rise in sales of individual life and penslons policies is against the trend for the sector as a whole.

Apart from investment business, the greatest growth was recorded in savings and protection policies, which rose by two thirds to £9.6m in regular premiums. Despite the sluggish state of the housing market, mortgage business rose 11 per ceot to £38.1m.

However, sales of both company and personal pensions were hit, with overall pensions husiness 13 per cent lower than in 1994 - lump sum pensions were particularly depressed.

## **BAA** plans venture on Continent

By Peggy Hollinger

BAA, the UK airports group which is pursuing expansion plans in the US and Australia, is set for its first venture on the European Continent with stake in the company operating Naples airport.

BAA will today sign a letter of intent with Gesac, the operating company which has a concession to run the airport until 2012, indicating its interest in buying a stake of about

75 per cent, It is estimated that the deal, if it proceeds, could cost BAA in the region of

BAA said the letter of intent simply marked the opening of official negotiations with Gesplans to take a controlling ac's shareholders. Gesac is 47 one or more airports in Austraper cent owned by the City of lia which may come up for pri-Naples, 47 per cent hy the province of Campagna and 5 per cent by the Italian airline Alitalia. The talks were likely to continue until the middle of regioo of up to £300m, which the year, BAA said.

The UK company remains issue.

communitted to its expansion plans elsewhere. It recently coocluded a deal to run Indianapolis airport, and sald it expected the next international deal to emerge in the US.

It is also planning to hid for vatisation at the end of this year. The Australian programme could mean substan-tial investment for BAA, in the could be funded through a debt

#### CROSS BORDER M&A DEALS BIODER/INVESTOR VALUE COMMENT Httacht(Japan)/LG Semiconductors \$280m Chip venture Philip Morris (US) Cash/debt offer Lacta (Brazil) Food £108m Cluff Resources (UK) Unconditional Calor(UK)/SHV(N lands) SDG(Brazil) Gas £42m Joint stake Tessenderlo (Belgium) £22m Hickson sale Hickson Kerley (US) Chemicals Sema (France/UK) Tibet (France) Computer servs £12.1m Outstanding buy Invesco (UK) AJM (HK) Fin services Buy from Aetna Metaligesellechaft Unit of Brent Int' Dynamit deal (Germany) Pechiney (France) Option exercise Capolo (Italy) Packaging n/a

## THE JAPANESE WARRANT FUND

Sociéte d'Investissement European Bank & Bunness Cratre, 6, route de Trèves L-2633 Senningerberg, Grand Ducky of Luxembourg R.C. Luxembourg No. B 31629

The shareholders of THE JAPANESE WARRANT FUND ("the Corporation") are hereby convened to an

## **Annual General Meeting**

to be held at the registered office of the Corporation, European Bank & Business Centre, 6, route de Trèves, 1-2633 Senningerberg, Grand Duchy of Luxembourg on Wednesday 17th January 1996 at 4.00 p.m. for the purpose of considering and voting upon the following agenda:

- Submission of the Report of the Board of Directors and of the Auditor;
- Approval of the Annual Report for the year ended 30th September 1995;
- 3. Discharge of the Directors: 4. Election of Directors and Auditor:

Resolutions on the agenda of Annual General Meeting will require no quorum and will be taken at the majority of the Shareholders present or represented. A Shareholder entitled to attend and vote at the meeting may appoint a prove to attend and vote on his behalf and such proxy need not be a shareholder of the Corporation.

In order to be able to attend the meeting, holders of bearer shares must deposit their bearer share certificates live working days prior to the meeting with the following institution

**Kredietbank S.A. - Conservation Titres** 43, boulevard Royal - L-2955 Luxembourg

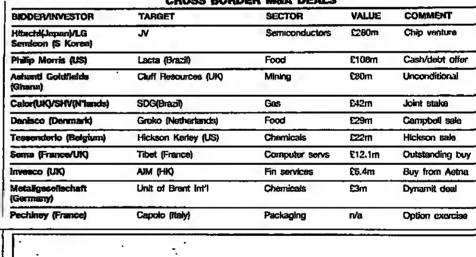
Shareholders who cannot personally attend the meeting are requested to use the prescribed form of prove (available at the registered office of the Corporation) and return it at the latest two working days prior to the date of the Annual General Meeting to the Corporation, c/o Fleming Fund Management (Luxembourg) S.A., L-2888 Luxembourg.

By Order of The Board of Directors: HENRY C. KELLY, December 1995

## **FLEMINGS**

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## **FT CITYLINE**

NEW ISSUE January 5, 1996



\$400,000,000

5.375 % Debentures

Dated January 10, 1996 Due January 13, 1996 Interest payable on July 13, 1996 and semiannually thereafter. Due January 13, 1998

Series SM-1998-X Cusip No. 31359C CC7 Callable on or after January 13, 1997

Price 99.97656 %

The debentures of January 13, 1998 are redeemable on or after January 13, 1997. The debentures are redeemable in whole or in part at the option of the Corporation at any time (and from time to time) on or after the initial redemption date at a redemption price of 100% of the principal amount redeemed, plus accrued interest thereon to the date of redemption.

The debentures are the obligations of the Federal National Mortgage Association, a corporation organized and existing under the laws of the United States, and are issued under the authority contained in Section 304(b) of the Federal National Mortgage Association Charter Act (12 U.S.C. 1718 et seq.).

The debentures, logether with any interest thereon, are not guaranteed by the United States and do not constitute a debt or obligation of the United States or of any agency or instrumentality thereof other than Farmie Mee. The offering is made by the Federal National Mortgage Association through its Senior Vice President and Treasurer with the assistance of a nationwide Selling Group of recognized

Debentures will be available in Book-Entry form only. There will be no definitive securities offered.

Linda K. Knight Senior Vice President and Treasurer

3900 Wisconsin Avenue, N.W., Wishington, O.C., 20016
This announcement appears as a matter of record only. This announcement appears as a matter of record only. This announcement appears as a solicitation of an offer to buy any of the Debe

ATLANTAS SICAV AVIS AUX ACTIONNAIRES

Messager les actionnaires sont convoqués par le présent avis à L'ASSEMBLEE GENERALE EXTRAORDINAIRE DES ACTIONNAIRES qui se terrida au siège acest à l'assembourg le 19 Lanvay (1965 à Inhib) avec l'emby du pour suiv aut ORDRE DU JOUR Amendement de la prendère phrase du vocand paragraphe de l'Article huit des statuts despe du 8 mars 1940 de la societé comme suit;

Acticle Hust L'assemblée générale atmuelle des actionnaires se tiendra conformément à la lui à Lucembrary, au sege cottal de la Société ou en tout autre endrou à Lucembrarg qui sera firé dans la convocation, le quatreme prodi du mois de Mars a quatorre heures tiente. Amendement de l'Article vings deux des saute datés du 5 mars 1990 de la société comme suit.

Sur proposition du Conseil d'Administration, l'assemblee generale des automnaires nommers un resent d'entrepraces pour evécuier les tâcles presues par la loi et fuera la durée de son mandal. Le quintin de présence requis pour cette Assemblée Generale Estraordinaire est de 50% du capital représente par les actionnaires présents ou représents par procuration. Les résolutions devront être prises à la majorité des deux tiers des vois des actionnaires réseats on réprésents on réprésents.

BANQUE DE GENTION EDMOND DE ROTHSCHILD LUXEMBOURG 28 Boolevard Emmangel Servain L-SM LUMEMBOURG

#### Notice to the Holders of CANADIAN PACIFIC LIMITED

Yen10,000,000,000 6.75% Debentures due January 23, 1996 (the "Debentures")

NOTICE IS HEREBY GIVEN that, portugat to Clause 13 (c) of the Paying Agency Agreement dated as of January 23, 1986. Canadian Pacific Limited has, with effect from December 1, 1995 (the "Transfer Date") appointed Morgan Guaranty Trust Company of New York, London as successor Principal Paying Agent for the Debentures. Agent for the Denentures.

With effect from the Transfer flate holders of Debentures and Coupons will no longer be able to present them at the offices of The flatwa Bank Limited, London. Debentures and Coupons may continue to be presented at the offices of Banque Generale da Lerrembourg S.A., Lamenbourg, Morgan Guaranty Trust company of New York, Bruthein and Daiws Finanz A.C., Zurich and additionally may be presented at the offices of Morgan Guaranty Trust Company of New York, London as specified below.

SUCCESSOB PRINCIPAL PAYING AGENT Morgan Guaranty Trust Company of New York 60 Victoria Embankment London EC4Y 0JP

By: Morgan Guaranty Trust Company of New York, London as Successor Principal Paying Agent Dated: January 8, 1998

CANADIAN PACIFIC LIMITED

## Carrefour

SALES, TAXES INCLUDED AS OF DECEMBER 31, 1995

		December 95/ December 94	12 months ended December 31st, 1995 vin PF millions)	% cumulated December 95/ December 94
GROUP SALES	19,743	23	164,323	6.5
FRANCE	11.989	3.2	100,600	4.7

In December, Carrefour opened its first two stores in China: one in Beijing the 5th, the second one in Shanghai the 31st. After 24 openings during the year 95, the Group operates 245 stores in the world.

## NOTICE OF EARLY REDEMPTION SECURED LOAN FINANCE NO.1 PLC

(the 'lanuer')
£75,000,000
Class A Mortgage Backed Floating Rate Notes 2018 £13,000,000

Mezzanine Mortgage Backed Floating Rate Notes 2018 (the Notes)

NOTICE IS HEREBY GIVEN that, pursuant to Condition 5(D) of the Terms and Conditions of the Notes, the Issuer will redeem all outstanding Notes on January 31, 1996 at their principal amount opturading.

Payments will be made upon presentation and surrender of the Notes at the principal office of Morgan Guaranty Trust Company of New York in London or the principal office of Banque Generale du Luxembourg SA is Luxembourg. Payments will be made by pounde sterling cheque drawn on a lown clearing branch of, or transfer to a pounds sterling account maintained by the payee with, a bank in the City of London.

Notes should be presented for payment together with all unmatured compositions.

SECURED LOAN FINANCE NO. 1 PLC

By: Morgan Guaranty Trust Company as Trustee Dated: January 8, 1996

By: Morgan Guaranty Trust Company as Trustee Dated: January 8, 1996

#### COMPANIES AND FINANCE

## WestLB looks to London for growth

Germany's third largest bank is keen to build foreign business, writes Andrew Fisher

A stdeutsche Landesbank Girozentrale, Germany's biggest public sector bank, is used to

its holdings in non-banking companies have led to accusations of empire building, and commercial banks have charged that its capital base bas been unfairly buttressed with regional housing finance assets. WestLB has also extended its influence through strategic stakes in other public sector banks.

However, in one area investment banking, where it aims to be among the European leaders - the bank is proceeding with a low-profile doggedness that has set it apart

from most German rivals.
Instead of following the acquisition route, it is concentrating on the development of West Merchant Bank, its London-based subsidiary.

Mr Friedel Neuber, 60, the chairman said: "We are working on the basis that we can build this [investment banking] up ourselves through our merchant bank in London." Not that Düsseldorf-based

WestLB bas ruled out purchases. "We dn not exclude niche acquisitions. We have looked at some bouses in recent years. It's a question of our own culture and how to manage another bank. Building up an investment banking operation in our own bank structure is harder [than buying something]. But we think we shall succeed," said Mr Neuber

WestLB's reluctance to consider significant acquisitions in the sector contrasts with the banks to pay high prices for suitable names. Dresdner Bank paid DM2bn (\$1.37bn) last year for Kleinwort Benson, the UK merchant bank, and has just agreed the purchase of RCM Capital Management of the US for \$300m.

Bayerische Vereinsbank had hoped to buy Oppenheimer Group, a US broking, invest-ment banking and fund management company, for an estimated \$500m. However, the deal came unstuck over US

regulatory problems. Meanwhile, Deutsche Bank is forcing the pace of integra-tion of its investment banking business with Morgan Grenfell of the UK, which it bought in

ASSETS 230 Source: Company accounts

WestLB has already benefited from the internal disruption at Deutsche Morgan Grenfell by attracting away a team of derivatives experts in New York for West Merchant Bank. The laconic Mr Neuber said more such appointments from other banks were likely as West Merchant - which aims to double staff of about 300 was developed as the nucleus of WestLB's investment bank-

ing operations. As Germany's third largest bank, with total assets of about DM400bn - behind Dentsche Bank and Dresdner Bank -WestLB has long been keen to build up foreign business and follow its big corporate and state clients abroad. The bank, owned by the state of North Rhine-Westphalia and regional savings associations, is already represented in 35 countries. A third of its operating profits come from outside Germany.

To help develop its business in eastern Europe, it bas recently agreed a co-operation deal with Bank Austria, which is being reinforced with a 9 per cent stake in the largest Austrian bank

WestLB also has a co-operation pact with Cassa di Risparmio delle Provincie Lombarde (Cariplo), which has a similar arrangement with Bank Aus-

Such deals look ahead to the prospect – strongly supported by Mr Neuber – of European Monetary Union, which forms an important part of the think-ing behind WestLB's investment banking strategy. The German bank is strong in fixed-income D-Mark business. said Mr Neuber. "But we have to prepare for the time when the D-Mark is no longer there and a Euro-currency brings about changed trading condi-

Under WestLB's plans, its D-Mark-based business will continue to be handled from Düsseldorf, where the strategic investment banking decisions will also be made. Foreign currency transactions will be cen-tred on London. Mr Neuber says the bank is thereby meeting the needs of its clients, mainly big German and European companies.

"Our customers' requirements have changed in recent years, with traditional loan financing giving way to a variety

The deal is in marked con-



Friedel Nenber. Preparing for the D-Mark no longer being there

Our large customers want access to such facilities through London."

Thus, West Merchant Bank has developed its business in non-D-Mark bonds derivatives, equities, swaps and other instruments, as well as advis-ing nn mergers and acquisi-

ven without an acquisiven without an acquisi-tion, WestLB could spend several million D-Marks, taking all staff, advisory, computer and other costs into account. It is also keen to build up its

presence in asset management.
"This has a special strategic significance for us," Mr Neuber said. "In Germany, we have a strong position but around 95 per cent of this is D-Mark

The bank is still pondering whether to centre asset man-agement growth on West Mer-chant Bank or handle this separately. Nor has it decided how fund management should be split between Düsseldorf and

London. To build up its business specifically in asset management, Mr Neuber says acquisition is a possibility - "if a chance comes along, we shall consider it".

As well as serving its customers, through amplifying its investment banking activities. WestLB also intends to enhance its profits. Mr Nenber is optimistic about investment banking earnings for 1995. These will be considerably better than in 1994, even including our investment

Overall profits are also firmer. After a first-half rise of 63 per cent in operating profits to DM472m - mostly reflecting a recovery in financial trading profits - he is also boping for better second-half figures. In 1994, operating profits edged np 3 per cent to DM813m,

helped by asset disposals. Showing that big does not always mean boastful, Mr Neuber says with extreme caution: "I hope we can stay at this

## Chrysler to continue **overseas** expansion

By Haig Simonian in Detroit

Chrysler, the third biggest US car company, should continue its steady but belated push beyond its bome markets by selling at least 20 per cent more vehicles outside North America and Mexico this year. Foreign sales figures for 1995 have not yet been published but Mr Tom Gale, the head of international

operations, said registratinns were likely to bave risen almost 30 per cent to mure than 200,000 units untside North America and Mexico. Only about 10 per cent of Chrysler's total sales, amounting to 2.16m vehicles, in 1995 were sold abroad – well below the corresponding figure for

General Motors and Ford. However, Mr Gale predicted that furgism registrations. which have climbed about 20 per cent a year since the group returned to foreign markets in 1988, were set to continue ris-

Last year's biggest sales increase came in Enrope, where registrations jumped by 27 per cent to 84,500 units. The scale of the rise "surprised even us in view of the virtually static market", be

The surge stemmed from new models and a steady expansion of the company's European network. Mr Gale said Chrysler had now achieved its target of having almost 900 dealers, but there would be some changes to bring the network np to desired quality level.

Chrysler is also building a \$100m assembly plant in Argentina, to make np to 20,000 Grand Cherokees a year. Mr Gale said it was also considering setting up a plant in Brazil, where the market has been booming. The company is still some way from a decision on the Brazilian project, but indicated there could be strong demand for pick-up trucks and even medium-sized

International sales should also be buoyed by last year's decision to take control of Japanese distribution by buying out Chrysler's local partner.

## **NEWS DIGEST**

## BHP wins control of Magma Copper

BHP, the Australian resources group, has won control of Magma Copper Company, the US metals producer, through a tender by worth A\$3.2bn (US\$2.4bn). BHP said its offer of US\$28 a share for Magma had gained acceptances representing them.

about 87 per cent of outstanding Magma stock.

BHP now plans to proceed with completion of the merger. which will require a meeting of Magma shareholders to secure approval before the Australian company can move to 100 per cent control. The Magma takeover will create the world's second largest copper producer (after Chile's Codelco), accounting for about 10 per cent of western world output. Bruce Jocques. Sydney

#### Merrill Lynch to cut staff

Merrill Lynch is expected to make some staff cuts in its corporate and institutional client group in the near future. However, the reductions are thought to be around 250 people less than 1 per cent of the total workforce of more than 45,000.

Merrill declined to comment. The departures are likely to be across the range of personnel in the CIGC area, such as sales and trading of debt and equity, municipal bonds and invest-ment banking. Moggie Urry, New York

#### Olivetti rights fully subscribed

Olivetti's L2.257bn (\$1.42bn) rights issue was almost fully subscribed, the Italian computer group confirmed. The company said 99.76 per cent of the offer had been taken up. The remaining 0.24 per cent would be sold on the market. The successful result was heralded by Mr Carlo De Benedetti, Olivetti's chairman, and by the markets before Christmas. When the capital increase was announced in September, many analysts predicted the shares would end in the hands of the

Mr De Benedetti bas said as much as 70 per cent of the group's capital could belong to foreign investors following the rights issue. The proceeds of the capital increase, underwritten by Lehman Brothers and a group of Italian banks, will be used to restructure and relaunch Olivetti as a broad-based information technology and telecommunications group.

Andrew Hill in Milan

## German computer retailer ahead

Vobis, one of Europe's biggest computer retailers, which belongs to Germany's Kauthof group, reported a 16 per cent rise in sales to DM3.05bn (\$2.12bn) and said it expected pre-tax profits of about DM50m, similar to a year earlier. The results were significantly better than those of Escom, another German group vying with Vobis to become Europe's biggest computer retailer. Mr Theo Lieven. Vobis chief executive. described the market as difficult, but said Vobis had fared better because of "circumspect stock handling and stable financial and personnel policies". Michael Lindemann, Bonn

#### Court thwarts CanWest bid

A British Columbia court has thrown a spanner into CanWest Global Communications' bid to create a Canadian national TV network through its proposed acquisition of Vancouver-based WIC Western International Communications. The court ruling which resolved a long-running dispute over control of WIC, makes it impossible for CanWest to fulfil the conditions of its C\$636m (US\$470m) bid, which was due to expire on January 12.

WIC welcomed the ruling. The Griffiths family, which owns 62 per cent of WIC's class A voting shares, had rejected

## Goldman Sachs to buy big US bowling alley chain

By Richard Waters in New York

ic Mae

Goldman Sachs is close to buying the US's biggest operator of bowling alleys, a deal which signals just bow much Wall Street's buy-out babits have changed since the 1980s. The US investment bank is expected to announce soon, perhaps later this week, that it

AMF, which owns more than 200 bowling alleys in the US

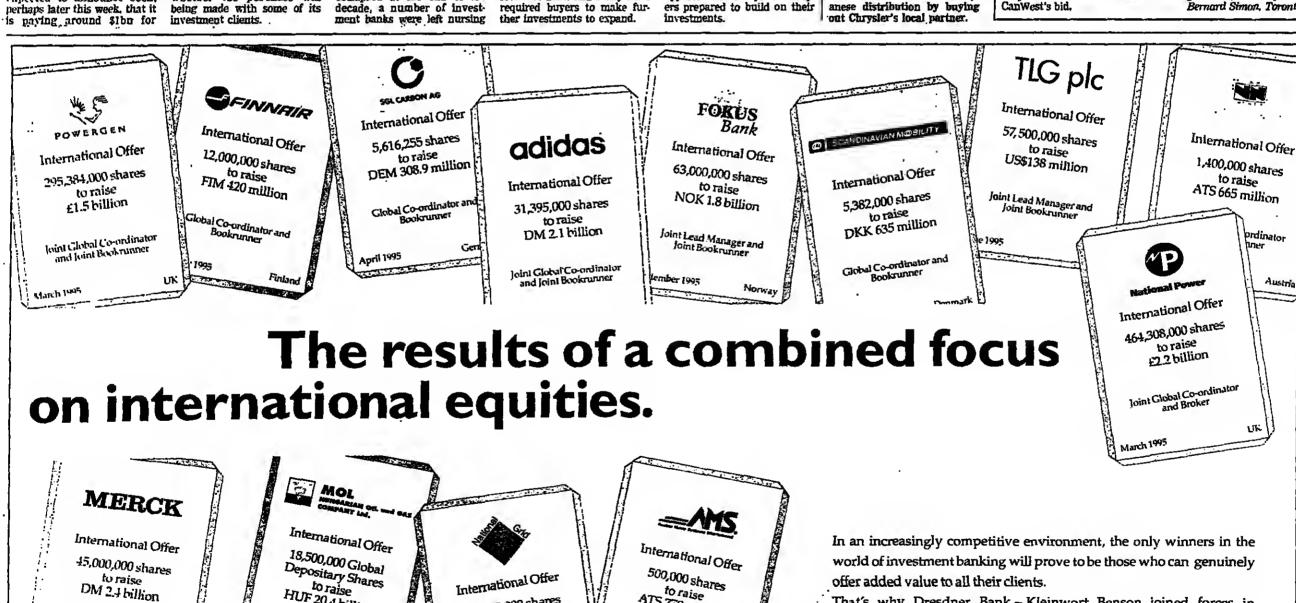
and 70 elsewhere. Goldman is believed to view the company as a platform for further expansion, both in the US and abroad. It was not clear late last week whether only the bank's partners would put up the equity for the buy-out, or whether the purchase was being made with some of its investment clients.

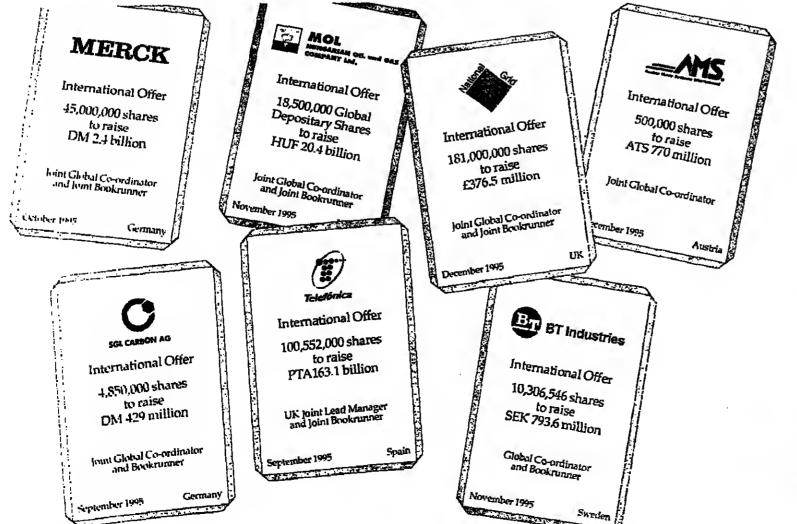
trast to the sort of buy-outs that characterised Wall Street during the 1980s. Then, most buyers employed high levels of debt and planned to reorganise their acquisitions and sell them on quickly, either in

whole or in pieces. When the buy-out market collapsed at the end of the decade, a number of investbig losses on bridge loans used to finance leveraged deals. leading to a general retreat from the business Those banks still in the busi-

ness have since tended to take stakes in industries which are consolidating or ones offering prospects for growth. Most deals have also involved lower levels of debt, and many have required buyers to make further investments to expand.

One result has been to concentrate the business in the hands of fewer institutions. Morgan Stanley, for instance which invests its own money alongside some of its big clients - has targeted industries ranging from food processing to insurance, which it believes are short of capital and present opportunities for private bny-





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## FINANCIAL TIMES

## ARKET

THIS WEEK





nese prime minister on Friday with customary sangfroid. In Japanese political drama the actors may change with bewildering rapidity, but the plot evolves rather more

Only when the bureaucraticindustrial-political nexus that controls the country decides that the objective facts of history demand a change of course do the policies change; and it is a rare moment when one of those occasions coincides with a mere change of prime minister.

Yet some believe 1996 could well prove to be just one of those moments. The administration of Mr Ryutaro Hashimoto, the man most likely to ascend to the top job this week, could well coıncide with something Japan has not seen for more than four years - real, sustained, economic growth.

If an incipient recovery, now a couple of quarters old, proves durable this time (and it has flattered to deceive on two occasions in the past three years), the implications for financial markets in 1996 will be dramatic. For the last few years all the energies of gov-

Global Investor / Gerard Baker in Tokyo

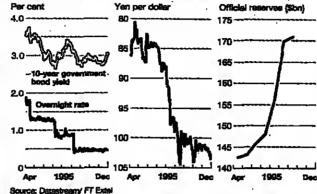
## Munificence: is the party over?

ernment have been bent towards engineering that elu-sive recovery. In 1995 those efforts moved up a gear or two, downright frantic as the authorities finally went for broke: producing the largest fiscal deficit seen in decades and reducing the cost of every one's borrowing to almost zero. Though recovery itself can

be expected to have a favourable impact on profits and equities at least, the effects of the concomitant policy adjust-ments (witness the US in 1994) can on occasions be even more spectacular. So any sign of a change in the authorities stance will be pounced upon

especially eagerly this year. It is hard to see how the fiscal stance can change much from the current profligacy. The budget for 1996-97 has been agreed by the cabinet (though it has yet to pass a possibly hostile parliament). with the deficit set at \$200bn. But for reasons too familiar to be discussed here, the effects of the dumping of even such a surfeit of bonds on the markets

Bank of Japan to the rescue Yen per doller



are likely to be much smaller than the impact of any monetary policy changes.

So the real question is what will happen to interest rates? On this score, it is worth reminding ourselves of the scale of monetary easing induced by the Band of Japan

If they gave awards, Oscar-like, to central banks for their contribution to global economic performance every year, the Bank of Japan would have been the Schindler's List of 1995. The effects of its munificence were felt not just in domestic equity, bond and real product markets, but in foreign currency and overseas securities markets as well. From about April last year the bank

produced and directed a star-

tling story of easy money. The

effects of its munificence were

felt not just in domestic equity, bond and real markets, but also in foreign currency and overseas securities markets.

Short-term interest rates were driven into the zero zone while hefty currency intervention helped bring the yen down from its vertiginous heights of the summer; foreign currency reserves rose by more than \$50bn - 35 per cent in the next nine months, Even long-tern

-0.65 -1.52 11.27

interest rates were manipulated downwards in some unusual bond market

0.99 3.50 18.42

operations by the bank.
The fixed-income markat soared to new heights; a shrinking bond-equity yield ratio helped the stock market's second half rally and the yen fell by more than 15 per cent, For good measure, the hefty currency intervention meant the bank was one of the factors

supporting US treasuries. Can we expect much of this to unwind in 1996 if the recov-

ery is a genuine one? That certainly seemed to be a wide-spread fear at the end of last week. In the first two days of the trading year, the bond market was hit hard by a bout of new year economic optimism, and the yield on the 10-year benchmark bond rose above 3 per cent for the first time in four months. If fourth quarter GDP figures due next month prove to be as buoyant as the bond market seems to be expecting, the Bank of Japan may well decide that the party

is over. Fixed income markets would certainly suffer, but so too after a lag, might equities, though strengthening recovery would probably help the yen

But no-one seriously expects any economic recovery in 1996 to be anything other than gentle-paced. And even if it proved stronger, there are several reasons why the Bank of Japan would be in no immediate hurry to change course.

Prices - of goods, services and perhaps most important land - are still flat to falling, and it will be a long time before demand pressures produce a genuine inflation problem. Longer term. by 1997 something will have to be done about the fiscal condition - the bank will be anxious to offset any tightening there with a continuing relaxed monetary

But most important, the authorities still have their eyes very firmly fixed on a fragile banking sector. Indeed, some would argue that the principal force behind last year's accommodation was a desire to produce a US-style banking recov-ery through a yield-curve steepening and debt monetisation. For all the talk of banking recovery, all but a handful of the stronger banks will need much more help of this sort and the stronger banks bave never been the authorities' principal concern. The official language that is used to describe the banks' condition suggest no early change in the

Of course, when it comes to moving markets, changes in interest rates are more important than their level. The relaxation of policy in 1995 went so far that it cannot be repeated. But neither is it set to be reversed soon. No prime minister will dispute that.

risen because middle class

housebolds have been better-

ing themselves, what are they complaining about? It may be

that they are more insecure because they find themselves

moving up and down the income distribution less pre-

COMMODITIES

## Cotton gathering in Nashville

Pests and drought devastated cotton yields last year, sending prices to record highs in the spring. So seminars on blotechnologies to fight such blights are expected to attract swarms of participants at this week's 1996 Beltwide Cotton Confer-

"[Biotechnology] will take something close to centre stage this year," O.A. Cleveland, a cotton marketing specialist with Mississippi State Universlty, told the Reuters news

agency last week. The five-day conference opens today in Nashville, duction and price projections hit the market recently. ennessee. About 5,500 industry experts,

including farmers, ginners, textile manufacturers and scientists, are expected to attend, said the National Cotton Council, which sponsors the event. Speakers will range from

academic experts and entomologists, to an executive with the Monsanto chemical group, whose Bollgard gene, which protects cotton plants from insects, will be available to Other highlights will be pro-

by leading merchant William B. Dunavant, chairman and chief executive of Dunavant Enterprises, and outlook reports from the private sector and government agencies,

"The conference will certainly want to hear what Mr Dunavant has to say. That will be one of the highlights," Mr Cleveland said. Production and export projections for China in particular

are likely to draw crowds, as

reports of higher yields in

several of its provinces have

And while a new US Farm Bill remains a casualty of the federal government shutdown, the NCC will hold a seminar tomorrow to discuss current legislation.

Other events this week include the publication today of Germany's cocoa grindings figures for the final quarter of 1995. On Wednesday the International Primary Aluminium Institute will publish stocks data for last November; and the same day sees the resump-tion of Australian wool sales.

Governments across the industrialised world have learning to

live with middle class disenchantment, Many ruling parties have discovered that this electorally pivotal group has been feeling increasingly insecure, discontented and ill-dis-

posed to those who govern. Governments have been forced to pay more attention to the concerns of the middle class in part because a growing proportion of their populations have been choosing to describe themselves as members of it. So it is somewhat ironic that, in countries like the US, many economists have argued that the middle class is shrinking as a by-product of

ising income inequality This rise in inequality common to most industrialised countries in recent years can be depicted in several ways. A typical technique is to imagine a list comprising every household, ranked by income, starting with the richest and ending with the poor-est. In 1979 a US household a tenth of the way down the list had an income 6.2 times larger than that of a household ninetenths down the list; within 10 years this multiple had grown to 7.1. During the same period Britain experienced a similar

trend; inequality rose by

more, but from a less unequal

starting point. But measures which look only at the rich and the poor cannot tell us how the rise in inequality has affected the middle class. This issue was addressed in a paper by Richard Burkhauser of Syracuse University, et al, presented to the American Economic Association's annual conference in San Francisco this weekend.\* Any definition of the middle class is inevitably arbitrary. but Burkhauser argued for a lower limit of twice the official US poverty level (\$25,000 a

spent much of the 1990s

## Middle class insecurity

Economics Notebook / Robert Chote

Falls in income now more widespread

year for a family of four in 1989 prices) and an upper limit of about 4.7 times (\$59,000 for

a family of four). So what happened to the middle class between 1979 and 1989, both of which were peak years in the economic cycle? The proportion of US house-holds falling within the study's definition of the middle class fell from 45.1 per cent in 1979 to 41.5 per cent in 1989, confirming that it has indeed been shrinking.

But where have these disappearing middle class households gone? The proportion of households with incomes below twice the poverty level dropped slightly, from 34.3 to 33 per cent. The proportion of households with incomes more than 4.7 times the official poverty level meanwhile rose sharply, from 20.6 to 25.6

per cent.
The study concluded therefore that "the great increase in income inequality over the decade of the 1980s in the US was not primarily the result of the rich getting richer and the poor getting poorer, but rather the rapid and unequal income gains in the middle of the income distribution".

households became upper

or below the poverty line.

In other words, hundreds of thousands of middle class

class ones. This migration took place among households with working heads - what ever their ethnic background - and among retired house-holds. The real losers were families of working age reliant on social security benefits. Their inflation adjusted incomes dropped by 15 per cent between 1979 and 1989, while those of the population as a whole rose by 10 per cent. Previous studies have attributed more of the rise in inequality to middle-class households dropping nearer to

The trends in Britain were much the same. The only sig-nificant difference was that British families reliant on social security benefits did not do as badly in absolute terms as their US counterparts. Their Inflation-adjusted incomes were flat on average over the decade, while those of the UK population as a whole rose by 23 per cent. This study begs an obvious

question: if US inequality has

dictably than they used to. They may also be earning more in part because fear of job loss is "encouraging" them to work harder. This discontent may also owe a lot to the latest reces-

sion and the relatively sluggish recovery which has followed it. This is not captured by Burkhauser's deliberately peak-to-peak comparison between 1979 and 1989. Gary Burtless, of the Brookings Institution, calculated, for example, that a quarter of households - the poorest quarter - saw their incomes drop between 1979 and 1989, but that this proportion rose to more than half when he extended the period of comparison to 1993.

びきせいり

In addition, older house-holds may be depressed because they are harking back to the "you've never had it so good" era of the 1960s. As the graphic illustrates, the middle classes typically enjoyed income gains of about 40 per cent during that decade, compared to less than 10 per cent in the 1980s. They also had the reassurance that the incomes of less well-off bouseholds were rising even faster than

theirs were. Studies of this sort de strate that comparisons of the levels and distribution of income depend crucially on they are studied. This in turn suggests that the longer-term causes of middle class discontent owe more to insecurity in employment and housing markets - and perhaps fears for future provision of social security - than to trends in

Where in the world is the mid dle class? by Richard Burkhauser, Syracuse University. et al

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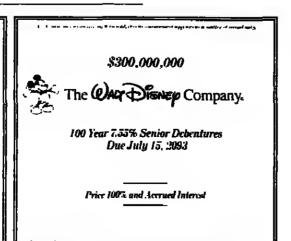
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198.40 135.60 152.94 172.85 204.08 195.31 136.87 154.53 173.24

#### **EMERGING MARKETS**

## HK: gateway to China Taiwan hopes for sunshine after the rain

#### By Louise Lucas in Hong Kong

Hong Kong may not be an emerging market in everybody's book but it is certainly acting like one. The predicted surge of overseas funds was unleashed in the first week of the new year, propelling the Hang Seng index to a two-year high, keeping pace with its less

developed Asian peers.

The classic signs of a bull market are clear to see. On Thursday and Friday of last week daily volumes reached aix and eight month highs of HK\$8.7bn and HK\$9.5bn respectively. Since last year there have been a rash of covered warrant issues and big bluz chips, including Henderson Land, the property developer, and Citic Pacific, the Hong Kong-listed arm of Beijing's premier investment vehicle. have been tapping the market

For many fund managers Hong Kong, which gained 23 per cent during the course of last year and a further 4.5 per cent in the first week of 1996, is tbe suitably sanitised and internationalised way to play

In July next year, when sovereignty passes to China, Hong Kong will again become an emerging market by more conventional reckonings: as part of China (albeit with a high degree of autonomy for the first 50 years) its GDP per capita, currently higher than that of Australia, will decline con-

John Ross, portfolio strate-

gist for Fidelity Investments in the UK, is one fund manager who uses Hong Kong to access China growth. "We like the Hong Kong market. It's a lower risk way of playing the growth which we foresee in China," he

Some believe last week'a rise was no more than the traditional rally up to Chinese new year on February 19. Thereafter, they predict the big flows of money will be absorbed by less developed Asian markets. Others, like Jardine Fleming Securities, are more bullish. Colin Bradbury, the regional strategist, reckons last year's

outperformance may continue for at least the first half of 1996. He bases his optimism on Hong Kong's position at the beginning of the economic cycle (which, on Jardine'a reckoning, bottomed out last year) and the fact that China's economic gurus appear to have engineered a soft landing.

China's credit aqueeze hit Hong Kong companies which sold less consumer goods and were unable to proceed with infrastructure projects because of the dearth of Beijing awarded guarantees.

Optimism for a strong performance this year has also been bred by hopes of a lower interest rate environment, which would kick-start the sluggish property and retail sectors. Mr Ross further cites an improved quality of earnings, reasonable value and the fact that many international funds

are still underweight. Hong

Kong is on a p/e of about 12

Indices rebased 150 ----140 ---

1994

times 1996 earnings (against 19 for Asia ex-Japan's next big-gest market, Malaysia) and corporate earnings are forecast to grow some 11 per cent this year and 15 per cent next.

There is another factor, which stands to be the making or breaking of the market this year, the resumption of sover-eighty by China. 1996 is a cru-cial year in terms of the handover, and investors will he watching closely to determine China's willingness to bonour commitments laid out in the Sino-British agreements.

Mr Bradbury sees 1997 as another plus: "This constant nagging worry has depressed the value of the Hong Kong market and there's a whole constituency of investors out there waiting to be converted to the view that perhaps 1997 is not a bad thing for Hong Kong." Notwithstanding, hic-cups on the way are likely to trip up share prices with them.

#### By Laura Tyson in Taipel

investors hoping the new year would usher in a better performance in the stock market than last year's abysmal showing met severe disappointment. Equities began the year with a precipitous plunge as investors took fright after parliament unexpectedly reinstated a capital gains tax late last week. On Friday the market fell more than 6 per cent although it

recovered slightly on Saturday. The news is not likely to get much better during the first half of the year. The market will be at the mercy of political and economic woes. The first presidential elections are in March, an event which will dampen investor confidance and could provoke a bostile reaction from China. The economy is mired in a alump, spite solid growth in manufacturing and exports.

ride, but it won't be as bad as last year," said Mr John Nelson, head of research at Jardine Fleming Securities Taiwan. "The liquidity situation should pick up and assuming relations between Taiwan and China can be sorted out amicably, the market should perform reasonably well in the second half of the year."

"It's going to be a bumpy

ment suffered batterings ranging from threatening Chinese military exercises to a spate of financial scandals and runs on credit unions Historically the ruling Nationalist party, or Kuomintang (KMT), has been able to

Taiwan fell 31 per cent in

dollar terms last year, one of

the worst showings among

world stock markets, as senti-

employ a variety of levers to share prices at crucial junctures but its ability to exert

effectively is weakening.

Nowbere is this reflected ernment introduced a capital gains tax in the late 1980s more clearly than in parliashare prices tumbled by a ment. The Nationalists have quarter in a few weeks. until now enjoyed majority

But Mr Chieo cantioned that while the measure will be difficult to rescind at this stage, the finance ministry has sub-stantial leeway as to bow and when the tax is implemented.

The ultimate fate of the tax

is far from clear, however, par-

KMT to support the market any longer," said Mr Thomas ticularly as the Nationalists are keen to avoid jeopardising Chien, general manager of the party's prospects in the Wardley James Capel's Taiwan presidential elections. Mr Lee Teng-hui, Taiwan's president, called the passage of the tax In a taste of what lies ahead, "careless" and said it could harm the economy. A group of opportunity after the new year holidays when many KMT lawlawmakers have called for a makers were absent to pass a capital gains tax of 14 per cent. review of that measure on Tuesday and the review of a proposed cut in the sbare "The industry is stunned and transaction tax on Thursday. For foreign investors, the amazed by this, and no one knowa exactly what it will news is not all bad as mone-

tinuing to liberalise regulations restricting investment from outside. The government has announced that individual foreigners and corporates will be permitted to buy sbares directly as early as mid-year, up to an annual limit of \$5m and \$10m respectively. Currently only foreign institutions that bave obtained approval from the central bank and securities regulators are per-

mitted to buy listed shares In addition, authorities have pledged to lift a ceiling on investment by any single for-eign institution from \$200m to \$400m. It was also announced recently that curbs on inward and outward remittances of investment capital, disliked by investors, would be loosened significantly. Nevertheless, when it comes to volatility and uncertainty, Taiwan rarely dis-

## India poised to overcome depressants

Nelson. The last time the gov-

control of the legislature,

allowing the party to pusb con-troversial legislation through parliament. But in legislative

elections last month the

Nationalists effectively lost

opposition parties seized the

control. "We can't rely on the

#### By Mark Nicholson in New Delhi

Last year was no vintage for Indian equities. By December the Bombay 30share Sensex index was a fifth off its 1995 high, scaled in January, and more than third lower than its record peak of 4,643 of September 1994. The market entered 1996 with the Sensex idling at just over 3,000,

It was a year of depressants and scandal. After the primary market binge of 1994, fed by an enthusiastic rush of newly arriving foreign portfolio investment, the market became overhung

with acrip and dogged by political uncertainty over the outcome of this year's general election. It suffered from and opacity of the paper-based share trading, settlement and registration systrading, settlement and registration sys-tem, one of the chief reasons for a coola liquidity squeeze as the government ing of foreign institutional investor tightened the monetary reins on infla-tion. It also found itself mired in a interest. One measure of the market's languar series of scandals, including a broker was the fall in new issue volumes, with

just Rs112bn raised in the primary mardefault which closed the BSE for three days and, at the end of last year, controket between April and October 1995, versy and mystery over duplicate and down 40 per cent on the period a year switched shares in Reliance Industries, one of the most beavily traded stocks.

Will 1995 be any better? Most analysts believe it will, though not immediately. The chief reason being the general election, expected in April or May, In seven

bas risen markedly afterwards regardless of the outcome. And while most pundits expect this year's poll to bring either a weak government or a bung parliament, the banishment of the political uncertainty which bung over the market last year is universally

expected to trigger a rally.

Moreover, with the broader market now down 40 per cent on a year ago and trading at about 10 times prospective 1996 earnings overall. Indian equities look increasingly good value.

#### **CURRENCY MARKETS**

## Focus on Washington politics

The dollar is the story and the game is being played out in Washington DC. After a promising start to the year, a dollar rally ran out of steam at the end of last week amid heightened uncertainty about the ongoing political wrangling

over the US budget. Most analysts and investors are bullish, with good reason, about the dollar, but it is by no means one way traffic. Traders report active two-way business, and there are certainly some natural dollar sellers, such as Japanese exporters. There

were also reports last week of French and German companies being heavy sellers of dollars, while the two largest macrobedge funds were seen on opposite sides of the market.

With the release of government data in some disarray owing to the partial government shut-down, the budget dispute may take on an even greater importance than it might otherwise have done. At the moment the market is clearly of the view that progress on the budget is good for the dollar, while further delay

can only retard any rally. It is possible that the dollar could continue to make ground against the yen, while standing still against the D-Mark. The

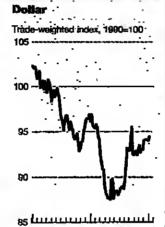
second half of last year saw

sharp dollar rally against the

yen, unmatched by any similar move against the D-Mark. Japan's declining trade surplus and portfolio outflows are both factors which support a stronger dollar. Some observ-ers also believe that the likely election of Mr Ryutaro Hashimoto as the new prime minister will be negative for the yen.

In the summer he was quoted calling for a weaker yen, around Y108-110,

The progress of the US bud-get talks will have a big influence on how European currencies performance. A backdrop of slowing economic growth and the perception that the D-Mark is overvalued had led many investors to buy higher yielding currencles like the lira, peseta and Swedish krona. The durability of these currencies' rallies comes into question, though, when dollar weakness buoys the D-Mark.



1894 -

Source: Bank of England

# Asia All sudices in 5 terms, January 7th 1992-100. Source, ING Boring Sepurities

Besides the directly dampening effect of these scandals, they also served to

underline the persisting inefficiency

Philip Gawith

#### ING Baring Securities Emerging Markets Indices ..154.36 World (301) ...... +6,80 +4.61 +9.51 +6.57 +6.80 +4.61 Latin America Argentina (20) Brazil (21) Chile (12) 201,36 +15.26 +1.14 80.95 +10.00 Peru(17) 131.99 Greece (16) Turkey (21) 87.09 Europe (55) Korea (23) Malaysia (23) Pakistan (11) 130,93 -2.22-3.0271.37 Phillippines (11) 270.15 Thalland (25) +18.26 +22.85 Asia (151) .

## FT GUIDE TO WORLD CURRENCIES

The table below gives the kitest available rates of exchange (rounded) against four key currencies on Friday, January 5, 1996. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

											4		E0 40ee			00 000
Vighanistan	(Algheni)	7375,33	4750.00	3304.36	4529.63		(Drachma)	366.746	236.200	164,313	225,242	Pakstan (Pak. Rupee)	53.1269	34,2158	23.8023	32,528
Apprile	(Luky	145.721	93,8500	65.2870	<b>89,4960</b>		with Krone)	8.6936	5.5605	3.8682	5.3025	Panama (Balbou)	1.5827 2.0786	1,3387	0.6957	0,953 1,276
Vigental	(Direct)	81 4095	52.4309	36,4737	49,9965		(E Carto S)	4.1923	2.7000	1.8783 3.4257	2.5747 4.6960	Papua New Guinea (Kiro) Paraguay (Gueran)	3047.18	1962.50	1365.22	1871.4
nderra	(French Fr)	Y.8463	4,9245	3.4257		Guadeloupe	(Local Fr)	7,6463	4.9245	0.6967	0.9538	Peru New Sol)	3.8264	2.3355	1,6247	2.227
	Sp Pescal	187.908	121.020	84.1878	115,406	Guerra Guerra de La Companyo de La C	(US \$)	9.2344	5.9473	4.1373	5.6714	Philippines (Peso)	40.7118	26.2200	18,2400	25.003
udokr	(Kwarza)	B637.97	5692.00	3958.65 1,8783	2,5747	Gunes		1548.04	997.000	693,565	950.746	Pitceira is C. Sterven	40.7110	0.8440	0.4480	0.614
บกปักเส	(E Corto S)	4.1923 1.5520	2.7000 0.9888	0.6854	0.9632	Guines-Disseu	(Fess)	28004.5	18036.0	12546.8	17199.3	PIZS	2.3642	1,5225	1,0592	1,451
<b>Cliniqual</b>	(Posc)	624,1860	402,000	278.652	383,350		Lyanasa \$	216,602	139,500	67.0435	133.028	Potend (Zlory)	3.8490	2,4796	1.7249	2,364
monsa	(Dram) (Florus	2,7794	1.7900	1.2453	1.7070	conjust to		210000	104.300	01,000		Portugal (Escudo)	232,245	149.575	104.052	142.63
ruba EArolio	(Aus Si	2,0855	1,3430	0.9343	1.2807	l-letti	(Gourda)	29.5013	19,0000	13,2174	18 1185	Pueno Rico (US 5)	1.5527	1	0.6957	0.853
ESTO CENTER	(Schilled)	15.7001	10.1115	7,0341	9.0424	Hondures	(Lampira)	15,6868 -	10,0900	7.0191	9.6219					
	(Monati)	6893.990	4440.00	3098.70	4234,02	Hong Kong	OHK \$3	12,0094	7.7345	5.3805	7.3757	Clotar (Filyal)	5.6536	3.6411	2,5329	3.472
centrajon const	(Port Escudo)	232.245	149.575	104.052	142,636	Hungary	(Forint)	011,874	138.455	94.9252	130.124	Reunion Is. de la (F/Fr)	7.5463	4,8745	3.4257	4.096
CIO)	(rai Escaco)											Flomania (Leu)	4130,18	2660,00	1850.43	2536.5
Porturinasi	(Bohama SI	1.5527	1	0.6957	0.8536	lestand Dealers	role Kronzo	101.842	65.5900	45.6278	62.5471	Plussia (Plouble)	0.99220	0.6390	0.4445	0.608
drum	Dinari	0.5854	0.3770	0.2623	0.3565		Im Ruped	54.9967	35.4200	24.8400	33,7768	(Roubte)	7257-3200	4674.00	3251.48	A457.1
pionric k	(So Pearta)	187,006	121.020	84.187B	115,408	Indonesia	(Rupleta)	3552.58	2288.00	1591.65	2181.85	Phrancia: (Fr)	341.594	220,000	153.044	209.79
motoclesh	(Taka)	62,5738	40,3000	26.0346	38.4304	frent -	(Pluplets) (Plat)	4658,10u	3000.00	2093.96	2860.82					
arbados	(Barb \$	3.1230	2.0118	1.3892	1,9180		HACE LUCION	0.48280	0.3109	0.2163	0.2065	St Christopher (E Carlo 5)	4.1023	2.7900	1.8783	2.574
dayun	(Flouble)	17856.1o	11500.0	9000.00	10966.5		(may Dinar)	3881.75m	2500.00	1739.13	2384.02	St Holorat (D)	1	0.6440	0.4480	0.614
STREET.	(Belg Fr)	45.8714	29.5430	20,5517	2B.1724	Math Rep	(Punt)	0.2588	0.8340	0.4341	0.5950	St Lucas (E Carib S)	4,1923	2.7000	1.8783	2.574
alian.	<b>(B 1</b> )	3.1054	2 0000	1_3913	1.9072	lernel	(Sheket)	4.8562	3.1276	2.1757	2.9825	St Pierre (French Fr)	7.5463	4.8246	3.4257	4,696
MANU .	ICFA Fri	764,630	492.450	342.574	469,604	lady	(Lirm)	2457.60	1579.75	1086.96	1506.46	St Vincent (E Carlo S)	4.1923 2452.88	2.7000	1.6783	2.574 1506 4
entruda	(Bermudian 5)	1.5527	1	0.8957	0.9536					-	94 000	Sen Marino (ttalien Lira)	2452.88	1579.75 1758.90	1222,19	1675.3
udon	(Ngultrum)	54.9967	35.4200	34.5400	33.7768		enzeicen \$7 .	66.6736	38.5000	25.3913	34.8067	Sao Tome (Dobre) Seculi Arabas (Five)	5.823A	3,7508	2,6091	3,576
ole to	(Boliviano)	7.6704	4.9400	3.4305	4.7108	Japan Japan	(Yen)	182.824	0.7090	72.9496 0.4832	0.6761	Sauch Arabina (Fliyel) Senegal (CFA Fr)	764.630	492,450	842.674	469.60
olgwana	(Pula)	4,3495	2.8011	1,9488	2.6712	Jordan Jorda	ınlan Dinari	1.1009	O. rusio	0.4832	me.e.	Seychelies (Ruper)	7.5083	4,9000	3.4087	4.672
ozi	(Feeal)	1.5093	0.9721	0.6762	0.0270	Venethelen	Connect	69.9008	64,3400	44,7583	61.3551	Serra Leone (Leone)	1412,86	910,000	833,044	957 78
Uno	(Brunel 5)	2 2095	1.4230	0.9899	1.3670 68.6786	Kezakhatan Kema	(Tango) ya Shigad	86.9613	56,0000	38.9565	53,4020	Singapore (6)	2.2095	1.4230	0.9890	1.367
igana 💮	(Lov)	117.629	72.0200	50.1009 342.574	489.604		A STATE OF	2.0865	1.3430	0.9343	1.2007	Slovarda (Koruna)	45.9910	29.6200	20.6052	28.245
arluno Fassa	ICFA Fri	764.630 B.8597	492,450 5,7060	3.9664	5.4413	Korne North	(Mod)	3.3383	2.1500	1.4957	2.0503	Slovenia (Toler)	201.863	129.879	90.3604	123.85
ALL DES	(Nyak)		258.564	178,479	244,501	Koree South	(Work	1223.84	788.200	548.313	751.633	Solomon is (S)	5.3451	3.4424	2.5947	3.282
فالاساس	(Burundi Fr	369 366	230.304	Iraaro	2		weld Dinon	0.4648	0.2994	0.2083	0.2855	Someti Rep (Shalling)	4068,08	2620.00	1622.61	2488.4
		3571.21	2380.00	1600.00	2193.30	,						South Africa (Rand)	5.6345	3.6268	2.5244	3.460
ambodia,	(Paid)	764 630	482,450	342.574	4HB.604	1.000	(New Kile)	1428.48	920.000	640,000	577,319	Spain (Pesala)	187.908	121.020	84.1878	115.40
gray Sufi	(CFA Fr)	2.1077	1.3575	0.9443	1.2945	Latvio	(Latro	0.8388	0.5401	0.3757	0.5151	Spanish Ports In N Africa				
nada	(Caredian 5)	197,608	121.026	84,1878	115,406		C nemado	2476.56	1595.00	1109.57	1521.00	(Sp Pesets)	187.908	121.020	84.1878	115.40
mary h	(Sp Pesetul	128.829	82,9700	57,7183	79,1208	Lagotho	(Makut2)	6.6345	3.6288	2,5244	3.4604					
p Verdo	(CV Encudo) (C) Si	1.2860	0.8282	0.5761	0.7896	Liberta	(Liberian 5)	1.5527	1	0.8957	0.9636	Sn Lanks (Rupes)	83.6129	58,8500	37.4609	51,351
ayman t		764.630	482.450	342.574	469,604	Libya (Lib	byen Dineri	0.5520	0.3555	0.2478	0.3390	Suden Rep (Dinar)	126,098	82,5000	57.3813	78.572
ent Afr Rep	(CFA Fr)	764.630	492,450	342,574	469.604	Liechtermanin	(Seles Fr)	1.7998	1.1691	0.8063	1.1053	Surinam (Guilder)	852.134	420,000	282,174	400.51
had	(Chilean Peso)	630,785	406.250	282.60R	387.403	Lithuanie	@.itect	6.2108	4.0000	2.7828	3.8144	Swezikno (J.tangon)	5.8345	3.6288	2.5244	3.400
	(Change Legen)	12.9191	B.3204	5.7861	7,9344	Lucembourg-	(Lux Fr)	45.8714	29430	20.5617	28.1724	Swaden (Kronn)	10.2699	6.6142	4.6012	6.307
hina olombia	(Col Peso)	1550.37	998.500	694.609	952.177							Switzertand (Fr)	1.7998	1.1591 41.9000	29,1478	1.1050 39.856
omoros	(Fr)	576.324	371.175	258.209	253.955	Mecao	(Patece)	12,4049	7,9692	5.5577	7.6186	Syrus (2) Taiwan (2)	42,4182	27,3190	19.0045	25.051
ongo	(CFA Pr)	784,530	492.450	342.574	489,604	Macedonis	(Denar) (MG Fri	61.0218 6358.31	4085.00	27.3394 2848.70	37.4771 3005.02	Tanzunia (Shilling)	822.032	530,000	308,606	505.41
oola Fica	(Colon)	297.746	191.760	133.398	182.864	Madagancar Madaira (Po		232.245	149.575	104.052	142.636	Theiland (Bain)	39.1863	25,2375	17.5565	24.066
the of lygens	(CFA Fr)	764.830	482.450	342.574	468.604 8.1101	Manageria (FC	Ocumental Co.	23.8262	15.3450	10.6748	14,6331	Togo Rep (CFA Fr)	764-830	482.45D	342.574	469.60
Natica .	(KLINS)	8.3351	5.3682	3.7344 0.6057	0.9536	Malantin	(Finggh)	3.8625	2.5520	1,7753	2.4336	Tonge is (Palange)	2.0855	1,3430	0.8348	1.260
ulsa	(Cuban Peso)	1.5527	0.4549	0.3185	0.4338	Medicine 18	(Striken)	18.2753	11.7700	8.1878	11.2240	Trinidad/Tobago (S)	8.8659	5,7100	3.9722	5,445
gpruß	(Cyprus O	0.7083	26,6160	10.5155	26.3612	Med Rep	(CFA Fr)	754.530	482,450	342.574	489 604	Yurinin (Dirac)	1.4752	0.9501	0.6009	0.808
гост Рир.	(Koruna)	41.3267 6.6336	5.5606	3.8682	5.3025	Malta M	lattone Linut	0.5450	0.3529	0.2455	0.3365	Turkey (Lim)	91997.6	50250.0	41217.4	56501.
	Danish Ivronol	248.432	160,000	111.304	152,577	Mertinique	(Local Fr)	7.6463	4.9245	3.4257	4.8960	Turies & Cencos (US 5)	1.5527 2.0855	1	0.6957	0.953
n de Prop	(Dyb) Fri	4 1923	2.7000	1.8783	2.5747	Mauritania	(Ouguiya)	209.288	134,790	93.7670	128.537	Turaku (Austrailen S)	2.0855	1.3430	0.8343	1.280
DUMINICO	(E Carib S)	20.6665	13.3100	8.2591	12.6925	Mountains (M)	BLE RUDGE	28,4610	18.3300	12,7513	17.4798				704 047	-
muvcan Re	p (D Peso)	4560.280	2937.00	2043.13	2600.74		down Peece	11.7540	7.5700	5.2681	7.2188	Ugands (New Shifting)	1565,12	1008.00	701.217	961.23 171663
THEODY.	(Sucre)	4109.220	2646-50	1841.04	2523.72	Miquelon	(Locul Fr)	7.6463	4.9245	3.4267	4.6960	(Karbovanets)	279330.9	179900 0 3,5729	125147.8	3.502
	(Edyption O	5.2815	3.4015	2,3663	3.2437	Moldown	فعا	7.0280 7.8463	4.5250 4.9245	3.1478	4,3151	UAE (Dirham)	5.7029	0.6440	0.4480	0.614
Mar Entrodes	(Egypten C	13.5017	8.7600	6.0930	8.3530		(French Fr)	7.8463	460.180	320.125	438.831	United Kingdom (2) United States (USS)	1.5527	1	0.6957	0.963
Sek ador		764,630	492,450	342,574	469.504	Mongolis	(Tugrilo	4.1923	2,7000	1,8783	2.5747	Uruguay (Peso Uruguayo)	11.0087	7.0900	4.9322	6.781
anati Genes Sens	(Noon)	17.0648	11.5700	8.0487	11,0332	Monteemal	(E Cario S) (Dirham)	13.2539	8.3300	5.9381	8.1400	Vanuery (Vatu)	177-241	114,150	79.4067	108.85
thiopal thiopal	(Etheopian Birr)	9.0057	5,8000	4.0348	5.5300	Mozembicue	(Metical)	15371.7	9900.00	6866.96	9440.71	Vatican (Line)	2452.88	1579.75	1098.95	1508.4
- market				0.4400	0.6142	-inchis radius	-	report 1 of	3230.00	4.40.00		Venezuela (Boliver) (1)	449.701p	289.625	201.478	275.18
all brightly	Fall Di	1	0.6440	0.4480 3.8682	5.3025	Nevalble.	(S A Rend)	6.8345	3,6288	2.5244	3,4604	Vonezueln (Bobrar) (1)	548.015m	352 944	245,526	336.56
mar IS	Doneth Ivrono)	8.6338	5.5605	0.9981	1.3682		ustralien \$	2.0655	1,3430	0.9343	1.2807	Vietnam (Dong)	17097.6	11011.5	7680.17	10500.
a k	(F4 S)	2.2277	1.4347	3.0227	4.1435		sse Ruppel	84.2340	54.2500	37.7391	51.7332	Virgin is-British (US \$)	1.5527	1	0.6957	0.953
dand	(Markku)	6.7467	4,3451	3.4257	4.6980	Netherlands	Guidan	2,4991	1,6095	1.1197	1.5348	Virgin Is-US (US S)	1.5527	1	0.6967	0.953
T-1	(FA	7.6453	4 9245	342,674	488.604	N'nd Antiles	(A/Guilcier)	2,4991 2,7794	1.7900	1,2452	1.7070	-				
Ch.Abica	(CFA FI)	764.630	492,460 4,9245	3.4257	4.8980	New Zegland	PVZ SI	2.3642	1.5225	1.0592	1,4519	Western Semon (Take)	3.9779	2.5233	1.7553	2.406
CHER-4	(Local Fr)	7.6463		52,5860	55.8072	Nicernaus (Gold	d Cordobes	12.3558	7.9578	5.5357	7.5684	Yemen (Rep of) (Risk) Yemen (Rep of) (Risk)	77.63\$1o	50.0000	34.7826	47,880
Franks &	(CFP Fr)	139,715	89 9817	342,574	469,604	Niger Flep	(CFA Fr)	764.630	492,450	342.574	469,604	Yemen (Rep of) (Rie)	217.978r	140,000	97.3913	133.60
Apon Thomas	ICFA Fri	764 630	492,450 9 8500	6.8522	9.3830	Nigeria	Neira	34,15940	22,0000	15.3044	20.9794	Yugosiawa (Now Diner)	7.4107(2)	4 7728	3.3202	4.551
umbés	(C) places)	15,2941		4	1_3706	•	(Neiro) (Neiro)	- 132.300m	85.8500	59.7217	81.9672	Zaire Rep (Zare)	18477.1	11900.D	2278.25	11347.
Dental Calabi.	(D-Mark)	22319	1,4375 1450,00	1008.70	1382.73		Nor. Kranel	9.8419	6.3386	4.4096	6.0445	Zambie (Keracha)	1631,89	986,465	586.237	940.70
k ma	(C-nd4)	2251 42	0.6440	0.4480	0.6142		Riel Omeni	0.5961	0.3852	0.2680	0.3673	Zimbabaa (\$)	14,4479	9 3050	6,4731	8.873
	r to O	1	mèt-m	0-4460	20172											
hr.all.ar																

Do you have an outstanding claim against Coopers & Lybrand?

Do you have a Paramount claim against Cork Gully? Would you be prepared to appear in a

TV documentary about Paramount claims?

If so please send brief details initially to Box B4181, Financial Times, One Southwark Bridge, London SE1 9HL All replies will be treated with the utmost confidence lotice of Interest Rates To the Holders of

Banco Central del Uruguay New Money Notes Due 2006 Debt Conversion Notes Due 2007

sion Notes T-to Pot. P.A. STG 18.64 Per STG 500 USD New Money Notes 6-412 Pet. P.A. CITIBANK, N.A., so Agen

YEN 30,000,000,000 FLOATING **RATE NOTES DUE JULY 1997** Notice is hereby given that for the Interest period from 8th January 1996 to 8th July 1996, the rate of interest will be 2% per annum. The interest payable on the oth July 1996 will be Yen 99,454 per each Yen 10,000,000 Note.

Ltd., London

MITSUI FUDOSAN CO., LTD Agent Bank: The Mitsui Trust and Banking Co.

We take pleasure in announcing that the following have been elected Managing Directors Debt Product Areas Investment Banking Gerard Passiusea John C. Adams Riccardo Pavoncelli Piers L.T. de Montfort John E. Westerfield Gordon E. Dual Bernard Gault Alan K. Jones Equity E. Michael Fung Derek G. Kirkland Scott J. Lenouritz Mohmoud A. Momdani Mark L. O'Friel Charles W. Murphy Mukesh D. Patel Maria del Carmen Richter Scott M. Sipprelle Simon C.T. Robey Hartley R. Rogers M. Ann Short Leslie Embs Bradford Ray L. Spitzley Owen D. Thomas **Firm Манадетеч** Benedikt von Schroder Michael C. Bodson Foreign Exchange Michael R. Armitage Peter J. Murray Angela H. Dean Philip V. Neuccomb Eric I. Hemel Stephen S. Roach MS4M Takatoshi Yamamoto Marianne Laing Hay Robert A. Sargeni Taxobles Vinod R. Sethi Ignacio J. Fanlo Kevin L. Rodman Tetsuo Takasugi Operations David R. Nicol Thomas M. Thees MORGAN STANLEY effective December 1, 1995 ect to approval by the New York Stock Exchange, Inc. 1585 Broadway, New York, New York 10020

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ATHENS STOCK EXCHANGE Jan 2nd - Jan 5th 1996 GREEÇE GDP (USD bn) 85e ASE INDEX 905.82 P/E 950 (after lax Per Capita Income (USD) 10.804 %Chg (Prev. Wk) -0.91 P/E 94 latter taxi Inflation Rate (% Y.O.Y, Dec 8.10 996.75 EPS GROWTH (%) 950 12 Month T-bill (%, and of December is Yearly High 22.5 14.20 782.22 P/CE 959/94 1-Month Athloor (%) Yearly Low 7.8/10.0 WEEKLY VOLUME (USD m) 94.27 P/BV 959/94 ORD-USS 287.20 %Cha (Prev. Wk) 109.82 Dev. Yield (%) 95e/94 A.S.E. Market Capitalisation - 5/1/96 (USD bn) 1 Y Wk Avg. (USD m) IPOs & **Rights Issues (USD m Jan'95-28 Dec '95**) 384.8

#### WORLD BOND MARKETS: This Week

Having broken through the 6 per cent barrier the previous week, the yield on the 30-year Treasury moved back above that psychologically important level as budget talks in

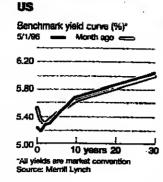
Washington descended into

**NEW YORK** 

squabbling. A low point in the wrangling was reached on Thursday when one Republican raised the possibility of impeaching Mr Robert Rubin, the Treasury Secretary. That in turn raised the spectre again of a government default, sending a shiver through the bond market. By the end of the week, the long bond was

yielding 6.042 per cent. While the threat of impeachment were seen as a political ploy, the rbetoric suggested that an agreement on budget deficit reductions was further off than the market had boped. And while many fixed-income specialists still believe that a slowing economy will bring lower interest rates and higher bond prices during 1996, they are

Maggie Urry



less certain then they were. The lack of reliable economic statistics during the government shutdown has added to uncertainty. Even with government employees returning to work today, it could be some time before the

data releases catcb up. That is making investors less optimistic about the chances of another cut in interest rates at the Federal Reserve's next policy-making meeting at the end of this month.

#### LONDON

After the political jitters last week following the defection of Tory MP Miss Emma Nicholson, gilts are set to trade

A firmer tone should allow the apread over Germany to narrow to below 160 hasis points after reaching 166 points last week, as the market discounts the latest political risk. The spread stood at 163 basis points on Friday, a rise of 10 points on the week.

Dealers will be looking for figures to support anecdotal evidence of strong retail sales at Christmas. Mr Don Smith of HSBC Markets said Tuesday's release of British Retail Consortium retail sales data for December, and the CBI's distributive trades survey for December, due on Friday, should provide clues about the strength of consumer

The other main economic indicators will be industrial production and manufacturing production data for November due on Thursday. The market

spending.

#### Antonia Sharpe FRANKFURT

20

ruffled on Friday by the resignation of Russian foreign minister Mr Andrei Kozyrev and continuing donbts about overall mood remained

The new DM15bn

government loan with a 6 per cent coupon was well received and thought likely to trade this week between 100 and 100.5 per

#### Andrew Fisher

Benchmark yield curve (%)\*

5/1/96 ..... Month ago ==

10 yrs 20

see a return to variable-rate

securities repurchase (repo)

tenders by the Bundesbank.

It surprised markets on

Friday with a quick five-day

a liquidity shortage.

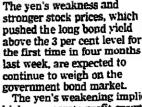
5.50 --

3.50

The German bond market was the US budget impasse, but the

The Bund future just failed to break through 100 per cent. ending the day above the 99.40 level. Bnt dealers expect the advance to be resumed.

The market will be closely watching Tuesday's unemployment statistics expected to show a further increase in the numbers out of work - and the provisional gross domestic product data for 1995, likely to be subdued. Last week's industrial production figures for November showed a flat trend overall, with a dip in manufacturing.



higher corporate profit crowth, which would provide support for the economy, in turn prompting buying of stocks. Bond prices may see continued selling pressure due to the yen's easing this week.

This week is also expected to for November, to be released at the start of the week. is expected to reveal a further decline in Japan's trade surplus, and is likely to prompt further selling of the yen. Investors are also concerned repo at 3.75 per cent - the level

fixed after last month's interest rate cuts - to prevent This Wednesday's repo could scheduled in January to see the start of a gradual decline in rates, bringing them conduct an extra 10-year down to 3.5 per cent by March, government bond auction,

#### Emiko Terazono TOKYO

The yen's weakening implies

The current account balance

about profit-taking by domestic institutions ahead of the March fiscal year-end book-closing. Moreover, the government is which are usually held only

Benchmark yield curve (%)\* 2.00 ---1.00 years .15 remains i

pudget di

MANAFLA

once a month, causing worries about over-supply. the premiership being handed to Mr Ryutaro Hashimoto, the

leader of the Liberal Democratic Party, are expected to be minimal, with monetary and financial policies unlikely to change drastically. However, caution over

increased supply due to a rise in public spending ahead of a general election could place downward pressure on bonds.

Syndicated loans

## Banks in search of higher yielding deals

With bank loan interest rates at their lowest for many years, and not seen rising in the short term, dealers in the international syndicated loans market are gearing up for another busy year.

However, the refinancing boom that provided some 40 per cent of last year's record volumes is likely to abate this year, and in their search for vield many banks are expected to dedicate a larger portion of their loan portfolios to higher yielding transactions, includng structured deals such as those backing leveraged or management buy-outs and acquisitions, and emerging

market loans. "Banks have more capital than they know what to do with - there's a lot more demand for assets than there is supply," one banker said. Those borrowers who needed to access the market have done so in the last 12 months and have locked away their funds for the next five years. Since rates aren't going to fall much further, they're not likely to seek refinancing any time

500n.

He expected competition among lenders to keep loan rates down, "unless some extraneous shock forces them

To boost the return on their large pools of capital, many banks may be tempted to move out along the credit spectrum to pick up what yields are left.

"Our biggest job this year will be to get the risk/reward balance right," said a dealer. One sign of the pressure on loan rates came last week with the latest survey of the UK corporate loan market by Standard & Poor's/Loan Pricing Corporation. It showed that interest and fee levels fell in December, after firming

During the autumn, a flood of acquisition-related financing worth some £10bn had kept loan margins underpinned; in December, however, there was less demand for bny-out loans, allowing rates to slip, the report says.

slightly in November.

Also, expectations that Japanese banks would stage a wholesale withdrawal from the market due to the rise in their funding rates did not come to

demonstrating their firm commitment to the market in recent months.

According to S&P/LPC, borrowers with a double-A profile were charged an average of 15.75 basis points over Libor in December, with commitment fees of 7.25 basis points; that compares with 16.75 and 7.5 basis points, respectively, in

November.

Spreads on loans to companies rated single-A fell to 21 basis points from 22.25 points in November, and fees slipped to 9.16 basis points from 9.5 points. Triple-B rated companies paid an average spread of 24.15 basis points over Libor against 25 points in November, and fees fell to an average 11.15 basis points, from 12.19 points

Meanwhile, the UK market is off to a busy start, with deals underwritten before the holidays going into general syndication and new mandates eing awarded.

BZW, the investment banking arm of Barclays Bank, last week was awarded the mandate to arrange a loan facility

fruition, with most of them for Railtrack, the company which bas taken over British Rail's track, stations and signalling and is to be floated on

Benchmark yield curve (%)\*

5/1/96 - Month ago -

expects rises of 0.5 per cent

and 0.1 per cent, respectively.

Analysts also expect some

steepening in the yield curve.

December as the market priced

gilts with a maturity of 2000 to

Mr Andrew Roberts of UBS

noted that the spread between

five-year gilts and bunds was

now at a four-year high of 220

basis points.

The curve flattened in late

England planned to anction

2002 in January and March.

in news that the Bank of

7,60

7.20

6.60

6.*0*0 t

the stock market in May. Details are not yet available, but market talk is of a facility of £1bn or more, to be put in place before the flotation.

Elsawhere, BZW and N.M. Rothschild are arranging a £300m loan for BPB Industries, the gypsum and plasterboard manufacturer. The facility was said to have a three-tiered pricing structure linked to utilisation, with the highest interest rate at 20 basis points over Libor.

British Land was reported to

have mandated NatWest Mar-

kets and Royal Bank of Scotland to arrange a £250m loan, which is expected to go into general syndication this week. Last week saw the signing of a £100m loan in four, five and six-year tranches to the West Bromwich Building Society via

Another building society loan, a £150m five-year facility for EBS of the Republic of Ireland, arranged by BZW and

BZW and Bayerische Landes-

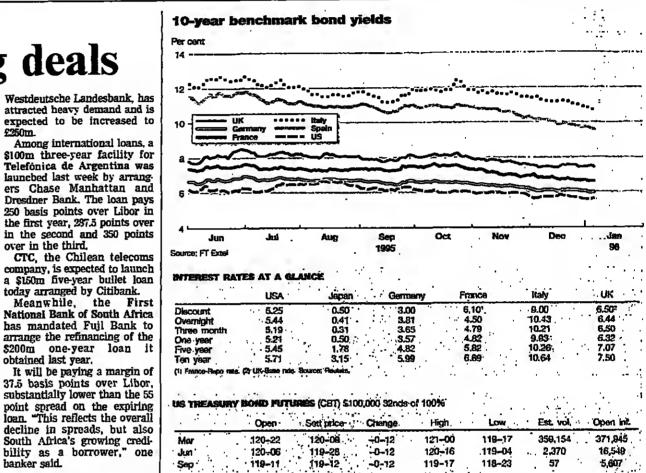
Westdeutsche Landesbank, has attracted heavy demand and is expected to be increased to

Among international loans, \$100m three-year facility for Telefonica de Argentina was launched last week by arrangers Chase Manhattan and Dresdner Bank. The loan pays 250 basis points over Libor in the first year, 287.5 points over in the second and 350 points over in the third.

CTC, the Chilean telecoms company, is expected to launch a \$150m five-year builet loan today arranged by Citibank. Meanwhile, the First National Bank of South Africa has mandated Fujl Bank to

obtained last year. It will be paying a margin of 37.5 basis points over Libor, substantially lower than the 55 point spread on the expiring loan. "This reflects the overall decline in spreads, but also South Africa's growing credibility as a borrower,"

Conner Middelmann



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Emerging market debt

## Brady bonds buoyed by US funds

Supported by flows of capital from US funds and the positive tone of the US Treasury market, the Brady bond market has begun the new year strongly, building on the bull run begun late last year.

Since November 14, prices have risen by an average of 14 per cent, according to an index of secondary market debt compiled by West Merchant Bank.

The market has been buoyed by the strength of interest shown by US funds. Investors have been encouraged by signs have been encouraged by signs that inflation and budget defi-cits are falling in Latin Ameri-can countries, which account for about 80 per cent of the outstanding Brady Bond issuance of \$145bn.

Economic stability has been slowly returning to Mexico and Argentina, the two countries which suffered most when capital flooded out of the region in the first quarter of 1995.

Argentina, in particular, had made impressive progress in reducing its fiscal deficit – this will amount to less than 1 per cent of gross domestic product in 1995 – and its bonds have led the rally, the prices of its Bradys rising by 22.2 per cent since November 14. Veneznela, which bas

announced plans to seek an agreement with the International Monetary Fund, has also done well, showing a 19.9 per cent rise since the same date. Mexican bonds have increased in price by 15.9 per cent, while Brazil has shown an 11.9 per cent increase over the period.

"I was worried that these countries would be tempted back to their old ways. They

US Treasury market. Zero-coupon Treasuries serve as collateral for the bonds, so a risa in their prices supports

Weakness in the Treasury market towards the end of last week - following renewad wrangles surrounding the US budget deficit - caused a correction in the Brady market, with higher yielding bonds, such as those issued by Peru and Nigeria, the worst hit.

Mr Marc Wenhammer, director of fixed incoma at Foreign and Colonial Emerging Markets, said fundamentals have withstood a hard test and have emerged reinforced following the difficulties of last year.

have not been," be said. Brady bonds, which are issued by governments in exchange for distressed commercial debt, have also been helped by the strength of the

Analysts said Treasury mar-ket volatility would continue to undermine stability bnt would not reverse the upward trend, largely because tha spreads of Bradys over Treasuries are still relatively wide.

should provide a substantial cushion to changes in the technical factors," noted Mr Peter West, economic adviser to West Merchant Bank.

Stripped spreads - derived when the value of the collateral is subtracted from actual yields - have still to fall to levels reached before the Mexican devaluation in December 1994 triggered a sell-off in the market. They remain some-what wider than levels reached

when Brady bonds peaked in Tha stripped yield spread of Argentine floating-rate bonds over US Treasuries amounted to 811 basis points on Friday, compared with 798 points in mid-December 1994 and 313

points at the beginning of 1994. Brazilian "C" bond stripped yield spreads amounted to 877 basis points, against 765 points in mid-December 1994 and 467 points in February 1994.

Mexican par hond stripped yield spreads were 1,000 basis points last week, up from 449 points in mid-December 1994 and a low earlier that year of 277 basis points.

Ms Ingrid Iversen, senior economist at Deutsche Morgan Grenfell, ssys that by histori-cal standards "current spreads are not particularly low. It has taken a year for market perceptions to change".

number of other reasons to be positive about Bradys.

. . . . . .

High real interest rates have made local currency bonds issued by Brazil and Russia particularly attractive for

investors. Ms Iversen of Deutsche Morgan Grenfell is particularly bullish on Brazil. She argues that as local interest rates fall in line with forecast reductions in national inflation, the yields offered by Brady honds will become more attractive to local investors, prompting out-per-

formance in prices. At the same time, of the Latin Amarican issuers of Bradys, only Ecuador faces elections this year, which sbould ensure a quieter time on the political

Finally, emerging bond markets have become both more diversified and more liquid over the last year, encouraging investors to retain longer term

F&C's Mr Wenhammer says there has been a clear "delinkage" between Latin American and non-Latin American Bradys, while other markets such as South African rand-denominated bonds - are also becoming more interesting to

Richard Lapper

Cirian

**NEW INTERNATIONAL BOND ISSUES** 

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## **EQUITY MARKETS:** This Week

Source FT Extel

## Uncertainty remains over budget deal

**NEW YORK** 

Trading on the US stock market is likely to be choppy this week until investors are confident there is some resolution in sight to the budget stalemate that has kept government offices partially closed.

Until the end of last year the market moved higher, even as negotiations in Washington faltered. Late last week, however, shares suffered a case of the jitters as hopes dimmed that President Bill Clinton and Republican leaders could reach an agreement

Investors were reassured late on Friday after Congress passed a stop-gap measure to re-open the government, but a deal to balance the budget by 2002 remained far from certain

Also uncertain was whether investors would get any data with which to gauge the economy. Even if government employees go back to work today, it will take several days to calculate the statistics that have not been release

OTHER MARKETS

will be even more interesting

is the outlook Thyssen gives

on steel prices, which have

continoed to slide in Europe

but have been firming in the

In the small and mid-cap

expects share prices there to

week of the year, saying that

expected to continue. UBS

continue the recovery that

developed during the first

under-performance in the

second half of 1995, selective

small companies still offer

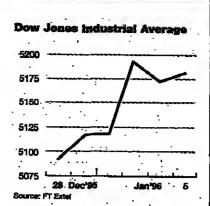
following their strong

attractive investment

the end of last week.

sector, stock picking is

US recently.



Lisa Bransten

Figures on consumer and producer prices are due late this week, but it was not clear when they would be produced. Investors may turn to the inflation index produced by the Center for International Business Cycle Research. Salomon Brothers believes the monthly index will show its 10th consecutive fall, supporting "market expectations that inflation pressures remain at bay". State figures on new claims for unemployment benefits may compensate for the Decembe employment report that should have been released last Friday

## Waiting for clues on next cut in rates

LONDON

Both the FT-SE 100 index and the FT-SE-A All-Share managed to record all-time highs last week, as stock markets round the world started the year in buoyant mood.

Hopes of interest rate cuts in 1996 helped the UK and the rest of Europe but Wall Street was an erratic influence as sentiment fluctuated wildly about tha prospects for resolving the US Budget dispute.

The talks between President Clinton and the Congressional Republicans will continue to be a significant factor this

The most important economic oumbers are likely to be November's manufacturing output and industrial production figures, due to be published on Thursday.

Weak numbers will reinforce expectations that interest rates will be reduced further this year. After a very quiet period for

## FT-SE-A All-Share index 1,810 -1,800 1,790 28 Dec 95

Philip Coggan

Jan 96

corporate news last week, a few leading companies will report this week,

notably Lonrho and Dixons. The latter's statements will be monitored very closely for indications about the strength of the vital Christmas season for retailers. Further evidence will be provided by the Confederation of British Industry's distributive trades survey on Friday.

Traders will be boping that bid activity, which helped power the stock market in 1995, will resume after the Christmas break. There were plenty of rumours but no actual deals last week

targeted stocks.

in 1997.

TOKYO

Terazono.

warrants is also set to lift the

are forecast to grow by 11 per

cent this year and 15 per cent

Great Eagle Holdings, the

property company, announced

its finals on Wednesday, but

the corporate earnings season does not start in earnest until

banking giant HSBC Holdings unveils full-year figures.

late February when global

Investors will try to digest

developments on the political

front following Mr Tomiichi

resign from his premiership

last week, urites Emiko

Murayama's sudden decision to

Overall, corporate earnings

## International offerings

## Spain's Repsol poised to open busy first quarter

Surging stock markets around the world in the opening days of 1996 have provided an ideal backdrop for what is set to be a busy first quarter for international equity offerings.

The first of 1996 is expected to be the Spanish government's sale of a fourth tranche of shares in Repsol, the oil and gas company.

Goldman Sachs and Banco Bilbao Vizcaya, which arranged the previous offerings, are believed to be in charge of this deal.

In what is widely expected to be the last public offering in the company, the government is likely to sell about 11 per cent of Repsol's share capital, which would leave it with a 10 per ceot bolding. At current market values, the government's 21 per cent stake is worth just over \$2bn.

The government's decisioo to press ahead with the sale in the run-up to the general elec-tion on March 3 has angered the opposition party, the

ceotre-right Popular Party. However, bankers do not expect this to derail the offering, which is scheduled to get under way in the middle of this month, with pricing at the beginning of February.

Since about half of the \$1bn offering is helieved to have been reserved for domestic retail investors, the amount on offer to international investors should be relatively modest.

Given the selectivity shown last year by international investors, in particular US institutions, this is probably a wise move by the government, especially since Repsol is already widely held abroad.

The bull run in the US stock market last year resulted in a dramatic drop in new investments in foreign equities by US institutions.

According to the Investment Company Institute, the US industry association for mutual funds, the flow into International equities by US mutual funds was \$5.2bn in the first 11 months of 1995, compared with \$27.2bn in all of 1994 and \$26.3bn in 1993.

US pension funds showed a similar pattern. Intersec, the US-based pension fund consultancy, estimates that the value of new regional mandates for Europe awarded by US pension plan sponsors dropped to just \$200m in 1995, from \$1.7bn in 1994, while mandates for the Pacific region are estimated to have dropped to \$1.2bn last year from \$2.7bn the year

Although the lower numbers also reflect a move by US pension plan sponsors towards awarding global as opposed to regional mandates, the strong US stock markets clearly had an impact.

In view of the high valuations in their domestic markets, the two largest pools of international investors, in the US and the UK, are expected to look more favourably on for eign markets this year. This should allow more equity offerings from Latin America and Asia to come to market.

The need for higher returns is particularly pressing for US pension funds, many of which have to meet actuarial rates of 9 to 10 per cent. With US stock markets at record highs and Treasuries vielding around 6 per cent, such returns will be hard to find at home.

Other privatisations acheduled for the first quarter include the Italian government's sale of its holding in Ina. the insurer. However, it seems likely that the privatisation of Enel, the electricity company, slated for the first quarter, will be pushed back.

The Italian government indicated last year it was committed to selling its 34 per cent stake in Ina by the end of January, through a placing of government bonds convertible into Ina shares. It is rare for this structure to be used in European privatisations, and bankers will be watching the offering closely

Given the tendency among continental European retail investors to place their savings in bonds rather than equities, the fixed-income element of a convertible bond should have more appeal than a pure equity offering.

If demand for the Ina bonds

is strong, bankers say the French government could also experiment with a convertible

bond structure. The government needs to find ways of revitalising its privatisation programme following last year's difficult disposals of shares in Usinor Sacilor, the steel company, and Pechiney, the aluminium company.

The other privatisation scheduled for the first quarter is the Norwegian government'a disposal of its holding in Unioo Bank of Norway, the country's largest savings bank. Norway stands to raise about \$250m.

The first-quarter calendar for corporate IPOs is equally crowded. Preparations for the £2bn flotation of Hutchison Telecom, operator of the UK's Orange mobile phone oetwork, are at an advanced stage. Goldman Sachs and Kleinwort Beoson, the banks arranging the offering, have decided on the syndicate and should announce the results this

In the same sector. UBS is arranging the flotation of People's Phone, a retail distributor and service provider of mobile phones. The offering, which should capitalise the company at about £280m, is expected

next month. Bankers also believe the flotation of Scania, the Swedish trucks group and a flagship company in the Walleoberg family industrial empire, could emerge early this year. A stake of up to 75 per cent is to be floated on the stock market by Investor, the Wallenberg holding company.

Although US and UK investors are expected to diversify their equity holdings away from domestic markets this year, the big question facing the vendors of stock and their advisers is whether they will continue to favour corporate offerings over privatisations, as they did last year.

In 1995, international investors made it clear that they would not pay up for privatisa tion issues. If governments heed this message and price their issues cheaply, they could find themselves basking in the same glow of success as the vendors of stock in Gucci and Adidas did last year.

Antonia Sharpe

**FRANKFURT** Political uncertainty has Thyssen Stahl begins the steel returned to haunt the equity market and this week's reporting season on Wednesday. Following the parliamentary debate, to map release of its preliminary Italy'a way ahead, is likely to 1994-95 group figures last year. keep share prices under pressure. The debate opens on UBS is forecasting a pre-tax profit of DM500m. Tuesday evening and is likely However, the bank said what to continue throughout Wednesday and Thursday.

The market's favoured outcome would be agreement for another government, led by the incumbent prime minister Mr Lamberto Dini, who has headed Italy's so-called technocrat government for the

last 11 months. The worst scenario would be the failure of Italy's disparate political blocs to reach agreement, bringing snat elections in which no one grouping gained a strong The likely outcome is

thought to be somewhere in

between, with Mr Dini's

opportunities. After December's cuts in key reappointment for a minimum of six months with a mandate interest rates, the Bundeshank is seen to have plenty of scope to pursue criteria for Italy to for further easing on its return join the European Economic and Monetary Union and to variable repo rates. This augers well for equities return the lira to the exchange rate mechanism. This would enable his administration to and the bank's Dax targets for 1996 stand at 2,400 for June and 2,500 for the year-end, compared with about 2,335 at see through Italy's six-month presidency of the European Union which began last week.

#### MILAN **JOHANNESBURG**

Gold Fields of South Africa. the most troubled of the country's ailing gold mine groups, kicks off the gold quarterlies reporting season tomorrow in the wake of last week's surge in bullion prices, writes Mark Ashurst.

If sustained, higher prices would bring some respite to an industry desperately in o eed of stronger balance aheets to finance capital investment at its mature mines.

Overall, results will not differ much from the third quarter, with Freegold carrying the cost of 3,500 job losses and Gold Fields reeling from a disastrous 1995.

Only the speedy settlement of a recent strike at Gold Field's Kloof mine, a surprise given its labour relations record, and a possible deal allowing its reserves to be mined from Gencor's new Beatrix shaft, give any cause for optimism.

Anglo American Corporation, the world's largest gold producer, should show improved results from its gold divisions as some innovative agreements with unions bear fruit. Likewise, Gengold's disposal

of its marginal mines, and the

possibility of early returns on

investment at its Kinross mine, will merit close scrutiny as parent company Gencor moves to reposition itself as a world

class mining bouse. Mr David Hall, gold analyst at Barings, predicted a better year in 1996. "Even declining industries go through periods when productivity picks np."

## HONG KONG

Brokers expect the Hong Kong market to continue climbing in the run-up to the Chinese new year, which begins on February 19, although a degree of consolidation is likely following the 4.5 per cent gain by the Hang Seng index last week, writes Louise

With most analysts helieving interest rates will continue to move lower this year after the 0.5 per cent reduction in prime lending rates set by the colony's main banks on December 22, property and finance counters - the most interest-rate sensitive - are expected to shine.

Conglomerates are also being tipped for a good run, especially laggards such as Wharf Holdings, which derives the bulk of its earnings from property, and the trend for issuing third party covered

#### While a Liberal Democratic leader has positive

implications for asset prices some analysts are cautious of a split between the tripartite ruling coalition, dne to Mr Hashimoto's conservative political views. "Political volatility cannot be

good at a time when the finance ministry is also feeling vulnerable after the resignation of Mr Kyosuke Shinozawa, former vice-minister of finance," said Nikko Securities. Compiled by Michael Morgan

This posice is lowed in compliance with the requirements of The Landon Stock Exchange Ligation the Lorentz Sect. Configuration Application has been made for the whole of the partitionsy share capital of BDA Holdings Fic (to be reasoned Bigst Properties pic) (the "Company"), but committee in season and to be issued, to be attoined to the Official List. In is expected that such admission will become effective and that dealings in such estimary aborts will commence on 12 January 1996.

**BDA Holdings Pic** 

isition of Edge Properties pic by the initial issue of 6,788,235 New Ordin of 50p each at 85p per share

Placing and Open Offer of 5,882,500 New Ordinary Shares of SOp each at 85p per share Change of name to

ALTUS FINANCE S.A. JPY 20,000,000,000. FIXED/FLOATING RATE NOTES DUE1999

pon N°6 has been fixed at 0.84688 % for the period starting on 05.01.1996 med 08.04.1996, inclusive (representing a period of 95 days).

The compon will be payable on 09.04.1996 at the price of JPY 223,482.-The Principal Paying Agen

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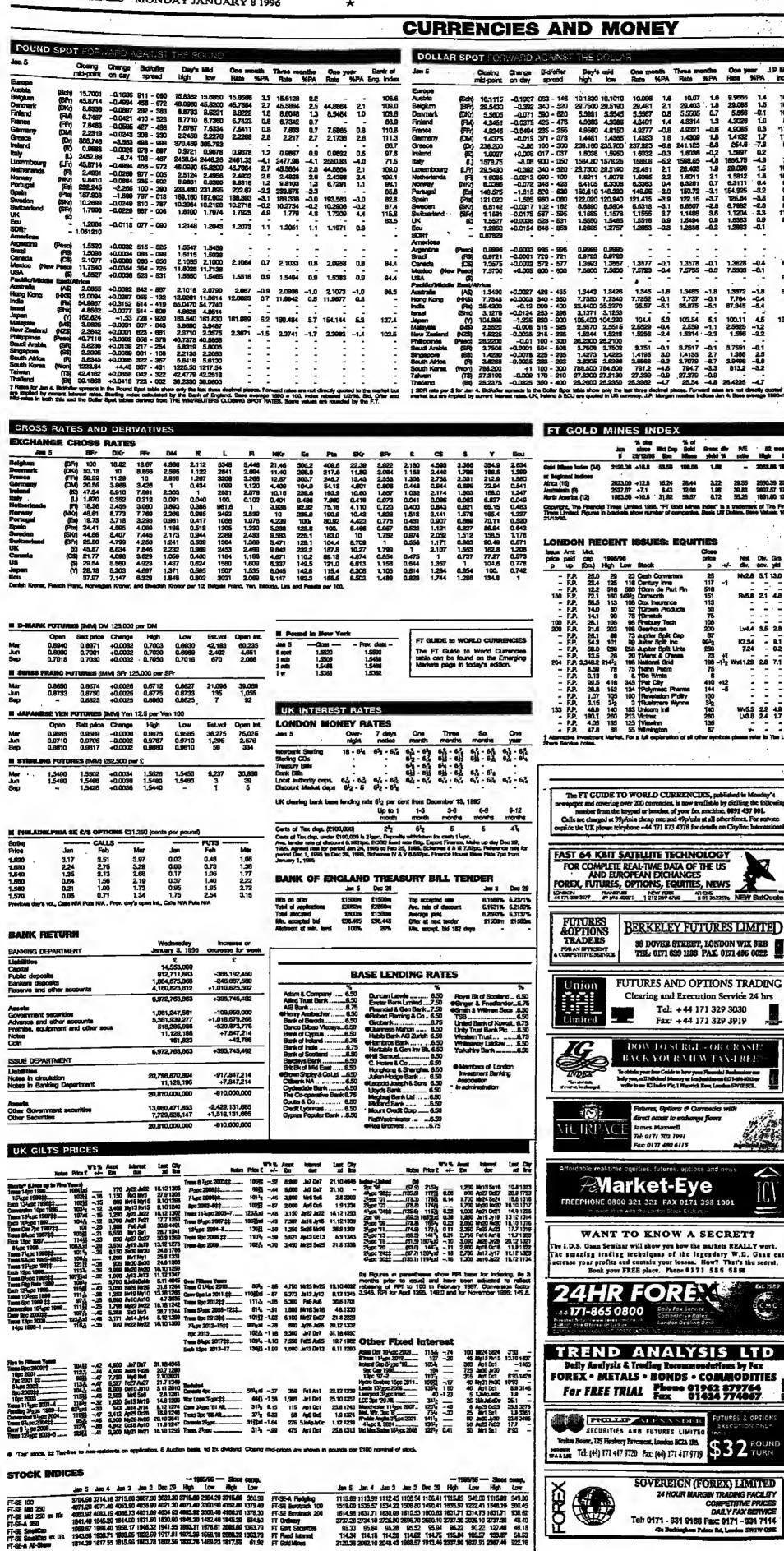
CHEMICAL WORKS OF **GEDEON RICHTER LTD.** International Offering of 2,440,000 Regulation S and Rule 144A Global Depositary Shares each representing one registered ordinary share the Hungarian Privatisation and **State Holding Company** Offer Price: U.S.\$14.75 per GDS A further 529,000 shares were subsequently sold in a management and employee offering, and 325,516 shares were sold to investors in Hungary, at an Offer Price of 2,000 Hungarian forints per share Global Co-ordinators ©B Creditanstalt Securities Ltd. Schroders Joint Lead Managers Creditanstalt-Bankverein **器** Schroders 1,939,430 Regulation S GDSs CS First Boston Dresdner Bank-Kleinwort Benson Indosuez Capital Marrill Lynch International Limited 500,570 Rule 144A GDSs Principal U.S. Selling Agent Schroder Wertheim & Co.

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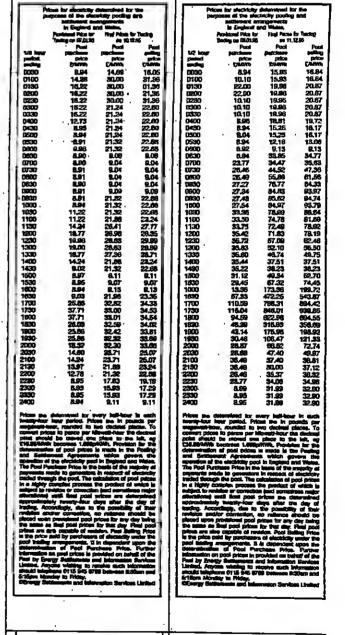
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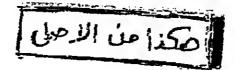
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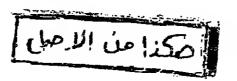
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#### MONDAY

#### British poll on EU



The European Movement publishes an opinion poll on UK sentiment towards the European Union and European monetary union. The poll tests

understanding of the single currency dehate and attitudes towards the different routes the UK might take. It is expected to show people remain sceptical about full membership.

#### **CSU** holds congress

The Christian Social Union, based in Bavaria and the conservative sister party of Chancellor Helmut Kohl's Christian Democratic Union, starts its New Year congress. High on the agenda will be European monetary union as well as calls to reduce German taxation and cut back state spending. The CSU will also warn it will not support a grand coalition embracing Bavaria's governing party, the CDU, and the opposition Social Democrats. Mr Kohl cannot afford to isolate the CSU given his slim majority in the Bundestag and the weakness of the Free Democrats. his coalition partners.

Chretien leads trade tour Canada's prime minister, Jean Chretien, senior trade officials and 250 husinessmen embark on an 11-day tour to India,

Pakistan, Indonesia and Malaysia. Mr Chretien's "team Canada" trade mission, the third in just over a year, follows lucrative visits to Latin America and

#### Looks a lot like Che Guevara



The hunt for the remains of Che Guevara, the revolutionary who fought alongside Fidel Castro in Cuba before being shot dead by the CIA and Bolivian army, resumes in

southern Bolivia. The search for the 1960s icon, after whom a beer has been named in Britain, started after two retired generals said he was huried near the village of Vallegrande. The discovery of unidentified human bones and a skull has excited the local tourist industry, with the mayor planning to rehury Guevara in a potentially money-spinning mausoleum.

FT Survey The Revitalisation of Sonth London,

**Holldays** 

Colombia, Moldova, Puerto Rico, Russia. Ukraine.

#### TUESDAY

#### UK parliament back

MPs return after their Christmas recess for a Commons session likely to be dominated by speculation about an early general election and the erosion of the

ALLOW ME! I Ray Lor

Ryutaro Hashimoto, leader of the Liberal Democratic party, hopes to win enough support to take over from Tomâchi Murayama as Japan's prime minister

shrinking majority of John Major, the prime minister. Among the pitfalls awaiting the government will be rail privatisation and the publication, probably in February, of the much-delayed final report of the Scott inquiry into arms sales to Iraq in the 1980s.

#### **Rifkind presses China**

Malcolm Rifkind, the UK foreign secretary, visits China (to Jan 11). He is expected to urge China's leaders to retreat on plans to dissolve Hong Kong's elected parliament and dilnte its human rights laws. Mr Rifkind, who is also expected to express dissatisfaction with the pace of progress on settling issues relating to port development and aviation, arrives in Beijing amid signs of a thaw in Sino-British relations,

#### US income tax

The National Commission on Economic Growth and Tax Reform, appointed by the Republican congressional leadership, presents its recommendations for changing the US income tax system at a meeting in Washington. The group is headed by Mr Jack Kemp, former housing secretary in the Bush administration.

#### Dini's future debated

The Italian parliament debates the future of Lamberto Dini, the prime minister. amid calls for his resignation by a rightwing alliance headed by Silvio Berlusconi, his predecessor, Mr Dini's resignation offer was turned down by the president, Oscar Luigi Scalfaro, who referred the matter to parliament. It is understood the hardline stance

against Mr Dini's 11-month-old technocrat government has been imposed on Mr Berlusconi, the leader of the Forza Italia movement, hy

the National Alliance, which wants a snap general election.

#### Granada deadline for Forte



Today is Granada's deadline for raising its £3.3bn bostile offer for Forte. Britain's largest hotels company. The hid was launched in November and if successful would

be one of the country's higgest deals this decade. The television and leisure company is offering four new shares plus £23.25 in cash for every 15 Forte shares, worth 325p a share at the weekend's close. There is a fully underwritten cash

alternative of 321.67p.

Forte has mounted a robust defence including proposals to sell off its stake in the Savoy group of hotels. It also intends to buy back op to £800m of its shares and increase the dividend for four consecutive vears if the bid fails.

#### Clarke visits Brazil

Keuneth Clarke, the UK's chancellor of the exchequer, visits Brazil for the first time to find out more about its privatisation programme. Mr Clark will meet the president, Fernando Henrique Cardoso and the finance minister, Pedro Malan. He will travel with bankers and representatives from the UK's privatised utilitles and visit Brasilia, Sao Paulo and Rlo de Janeiro. Although Brazil's privatisation programme has started slowly, it is potentially one of the largest in the developing world. The government hopes soon to

sell some mining, electricity and

Statistics to be released this week

Fri

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Star class world championships, Rio de Janeiro, Brazil (to Jan 21).

Holidays Panama.

#### WEDNESDAY 10

Christopher in Israel Warren Christopher, US secretary of state, arrives in Israel on his sixteenth Middle East shuttle to push ahead talks between Israel and Syria. Mr Christopher's visit comes amid intense Israeli-Syrian negotiations after two rounds of talks in Washington, Mr Christopher will try to nndge both sides towards e peace agreement focused on Israeli withdrawal from the occupied Golan Heights in return for full peace. Hopes are high Mr Christopher may persuade them to upgrade their representation to foreign minister level and nail down a timetable for negotiations between working groups.

#### Saleroom



More than 100 works of art belonging to the late Sir John Pope-Hennessy will be sold at Christie's, New York. "The Pope", as he was nicknamed, was the commanding figure in the

British cultural world of the 1960s and 1970s, when director of the Victoria and Albert Museum and then the British Museum. Most items reflect his love of the Italian Renaissance, "The Baptism of Christ" by Mola, bought for a few pounds in 1946, is on offer and expected to make about \$120,000 (£78,000).

Dec retail sales (postponed)

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#### King Husseln in Israel

King Husseln of Jordan makes his first official state visit to Israel. After a ceremony in northern Israel honouring Israeli and Jordanian peace negotiators, he will visit the Tel Aviv site where Yitzhak Rabin, the former prime minister, was assassinated. The King's visit marks a further step in the consolidation of relations between Israel and Jordan. It clears the way for the conclusion of the bilateral agreements needed to normalise economic, transport and cultural relations.

#### **UN General Assembly jubilee**



After a year in which the United Nations' golden jubilee celebration helped to promote New York as the self-proclaimed "capital of the world", London hosts a more

modest event marking the 50th anniversary of the first session of the UN General Assembly. Attended by representatives of the 51 member states that formed the IIN - today there are 185 the inauguration was in Westminster Central Hall, the national headquarters of the Methodist church, which was displaced in order for the UN to be near parliament. Bourros Bontros-Ghali, the UN's sixth secretary general, will attend the commemoration at the same hall.

#### **THURSDAY**

Voting for Japan's new PM A special session of the Japanese parliament will choose a new prime minister to succeed Tomlichi Murayama. The favourite is Ryutaro Hashimoto, the eader of the Liberal Democratic party, the largest member of the current coalition. Mr Hashimoto's chance of success has been enhanced after yesterday's agreement by the leaders of Japan's three ruling coalition parties to endorse him. The coalition accord, which was made possible by a series of compromises by the

policy manifesto.

LDP, also includes the new government's

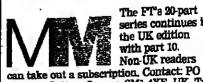
Bouchard to lead Quebec Riding a wave of popularity in Quebec after Canada's independence referendum, Lucien Bouchard is expected to be the only contestant for the leadership of the Parti Québécois, Quebec's ruling party, for which applications close today. Mr Bouchard, 57, turned around the separatist campaign in the referendum from disaster into a very-near win. Just before Christmas he resigned from federal politics to return to Quehec, where a March by-election should give him a seat in the Quebec National Assembly and enable him to be sworn in as premier of Canada's only French speaking province.

Holidays Aruba, Brazil, Morocco, Nepal.

#### FRIDAY

Age of Aquarius The Age of Aquarius, long awaited by astrologers and celebrated in the rock musical Hair, is ushered in when the planet Uranus enters its sign of Aquarius. Astrologers promise major developments.

#### Mastering Management



The FT's 20-part series continues in the UK edition with part 10. Non-UK readers Box 384, Sutton, Surrey, SM1 4XE, UK. Tel: +44 181 770 9772, Fax: +44 181 643 7330.

緩散

**Holidays** 

#### Myanmar, Tanzania, Turkmenistan.

## SATURDAY

Pope delivers annual address Pope John Paul receives ambassadors accredited to the Vatican and delivers his yearly "state of the world" address.

#### Horse racing

Ladbroke Handicap Hurdle, Leopardstown. Ireland. Victor Chandler Handicap 'Chase, Ascot, England.

Rugby league Regal Trophy final, Huddersfield, England.

#### Holidays

11

#### Monaco. SUNDAY

## Sampalo enters election



Jorge Sampaio, a former Socialist party leader and mayor of Lisbon, enters Portugal's presidential election with a big lead inthe polls over his main

adversary, Anibal Cavaco Silva. Mr Sampaio's popularity is believed to reflect a desire to give social and cultural issues more prominence after a era in which the governments of Mr Cavaco Silva, the former prime minister, focused on infrastructure, privatisation and the economy. Mr Cavaca Silva's decade as prime minister ended in October when the Socialists defeated his centre-right Social Democrats in a general-

#### Weizmann in Germany

Ezer Weizmann, the president of Israel, begins his first state visit to Germany (to Jan 16). He will meet Roman Herzog, the president - who travelled to Israel in December 1994 - attend ceremonies at a former concentration camp in Brandenburg, hold a public debate in Berlin and visit Saxony and Lower Saxony.

#### Cycling

12

British cyclocross championships, Sutton Park, near Birmingham.

Compiled by Simon Strong. Fax: (+44) (0)171 873 3194

Other economic news Tuesday: In the aftermath of the Christmas and New Year holidays, and the US government shut down, there will be only a limited supply of economic data to watch this week.

In Germany, December's unemployment figures are expected to show a continued rise in both west and east German unemployment. in Spain, October's industrial production is expected to show some fairly healthy year on

mists predict that the increase could be anything from 1.5 per cent to 6.4 per cent. Wednesday: Data on the UK's visible trade balance is expected to show a further widening of the deficit in October.

Thursday: Inflation data in

France is expected to show a

small month on month fall in

December, leaving the yearly

year growth, although econo-

inflation rate unchanged. In Germany the publication of eagerly awaited GDP data is likely to show that the pan-German economy expanded by about 2 per cent last year, although analysts expect that the fourth quarter was

extremely weak. UK manufacturing is likely to have shown minimal year on year growth in November.

#### Man US Nov consumer credit \$9bn \$10.5bm Jan 8 UK Nov final money data N/A UK Nov consumer credit 2750m £872m Canada Nov building permits' 2.0% 3.5% US Nov wholesale trade -0.4% Tues Jan 9 Germany 7.000 23,000 Dec unemployment, Westf -12,000 -10,000 Germany Sep employment, West† 1.000 Germany Dec vancies, West Germany Dec short-time, West 29,000 Spain Oct industrial production 2.4% 0.7% Canada Dec housing starts (units) 106,00G 104,000 Oct global visible trade -£1.4bn -£972π UK Jan 10 Norway Dec consumer price indx\* -0.2% -0.1% 2.1% 2.1% Norway Dec consumer pince indx Dec producer price and t (postponed) 0.5% US 0.5% Thur C.2%c C.4 Jan 11 US Dec PPI ex-load & energy 1.6% 2.2% 1995 grass domestic prod. West\*\* German 2.9% Rev 2.0% Germany 1995 GDP, pan-Germant/ -0:55 0.1% France Dec consumer price indx prelim? 1.594 1.9% France Dec consumer price and a prelation." 0.2% 0.15 UK Nov manufacturing output 0.9% UK Nov manufacturing output" 0.4% -7.9% UK Nov industrial production 0.5%

Nov industrial production\*\*

Dec raw materials price indx (actv)\*

Jan 12	US	Dec retail sales ex-autos	0.2% ·	0.9%
	us		0.3%	
	<u> </u>	Dec cons'r price indx (postponed)		unch.
	us	Dec CPI ex-food & energy	0.2%	0.1% .
	US	Dec Atlanta Fed indx	-	-13.1
	US	Dec real earnings	· · · · · · · · · · · · · · · · · · ·	0.4%
	US	Dec bank credit.	• .	1.6%
	US	Dec C&I losns		. 9.9%
	Japan	Dec Bank of Japan data	•	N/A
	Spain	Dec consumer price indx* ·	0.3%	0.3% -
	Spain	Dec consumer price indx**	4.3%	4.4%
	Canada	Nov motor vehicle sales*	-1,3%	-7.4%
During 1	he week			
	Japan	Dec trade balance (1st 20 days)	•	\$4.5bn
	Germany	Nov capital a/c		DM7.2bn
	Germany	Nov orders, West	1.0%	-4.5%
	Germany	Dec final cost of living, West".	•	. 0.0%
	Germany	Dec final cost of living, West	•	1.5%
	Germany	Dec fnl cost of living, pan-Germany		0.0%
	Germany	Dec fril cost of kving, pan-Germany		1.7%
	Germany	Nov retail rales, real**	-2.0%	-5.0%
	Germany	Nov retail sales'?	-	-4.0%
	Spain	Dec M4 anni*	-	4.2%
	Spain	Nov trade belance		-Pts272br

## 1 Quality of unconcealed hospi-

- tality (8) 5 A minor tax (6) 10 Cultivate sex appeal and a figure (5)
- 11 Quite composed and skilled, to be fair (9) 12 A nuclear physicist who does
- 13 Part of a flag, one shot to pieces (5) 14 Reformed ladles show the est standards (6) 15 Old flame-coloured match-head in dug out (7)

lissecting.

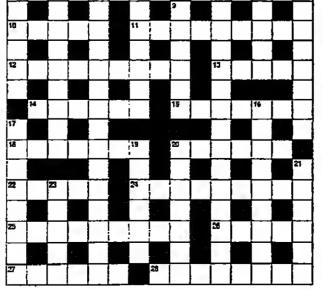
- 18 A deerstalker's comedown (7) 20 Still used as a name for a U.S 22 Place to rest up for Joey on the way (5) lake (6)
- 24 He doesn't complain if be gets 25 Somewhat eccentric rest
- home? (3,6)
  26 Relation working in EEC (5)
  27 Presumably he had a good reason for being late (6)
  28 Diright I and down before coince.
  29 Industry versatile. takes only once part (7)
  21 Are such blocks used for building wind breaks? (6)
  23 Bid for a chest without a top 28 Drink I put down before going

## 1 French preposition in oral 2 A Briton around Greenland

UK

Canada

- 3 Gamble on race a chance to win lots of money (8.7) 4 Kind of gamble is without point (7)
  6 Strike teacher, get punishment and feature in the papers (3.3.9)
- Teacher taking part in Arab blcentenary celebration (5) There's a regular stream at day's end (8)
- 9 A loose nickname for the BBC 16 The means I contrived to control the sail (9) 17 Textile manufacturer's bequest to his son? (8)
- 18 Litter container (6) 20 Though versatile, takes only



0.5%

1.8%

1.8%

0.9%

## MONDAY PRIZE CROSSWORD

No.8,961 Set by DANTE A prize of a Pelikan New Classic 380 formtain pen for the first correct solution opened and five runner-up prizes of £35 Pelikan vouchers will be awarded. Solutions by Thursday January 18, marked Monday Crossword 8,961 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 9HL. Solution on Monday January 22. Please allow 28 days for delivery

Name Addres

JOTTER PAD



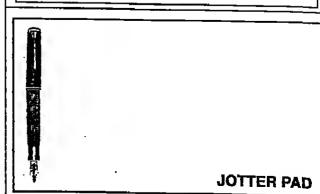


## Start with a Strand of Tiffany Pearls

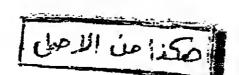
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## THIS WEEK

#### FT GUIDE TO

**PRIVATISATION** 

Who invented privatisation? The British take credit for this widely admired policy innovation, introduced by the Thatcher government in 1979, a)though the International Monetary Fund arguably has a prior claim since it imposed the British Petroleum share sale

on a Labour government in 1977. Many Tory politicians have claimed credit. Former chancellor Lord Lawson says that the paucity of references to privatisation in the 1979 election manifesto reflected Lady Thatcher's lack of enthusiasm.

What were the practical consequences of the policy?

Proceeds to the UK Treasury will amount to £63bn (\$97.02bn) by the end of the 1995-96 fiscal year, and £7bn is expected during the following three years. By now 48 businesses and 950,000 jobs have been transferred to the private sector.

Has privatisation helped the economy? The change in ownership has been less important than introducing competition, which has often accompanied privatisa-tion. Disposals have increased public finances, while reducing political pressure oo industries, so enhancing their profit-ability. For ntilities such as water and companies operating in competitive prod-uct markets, like British Airways and British Steel, it has liberated investment plans from the constraints of public spending, where capital spending is notoriously vulnerable to cuts.

Are consumers better of?

Yes, where there has been more competi-tion. British Telecom will now install new residential telephone lines within 48 hours - a huge improvement. Where introduction of competition has been slower, as at British Gas, consumers are unhappy. In the water industry, where there is no competition, the customers are up in arms after price rises, much leakage, and shortages during a severe sum-mer drought. Water bills have been raised 5 per cent a year in real terms since 1989 to finance a big investment programme.

Is the regulation of privatised utilities

Individual industry regulators are independent of government and industry. They set price caps in relation to the retail prices index, which are reviewed at regular intervals. That has brought down prices in all industries, in real terms, apart from water. Efficiency gains have argue that a disproportionate amount of the unanticipated gains has gone to shareholders; more and earlier competition would have been better for the consumers. Britain's Labour party is proposing to give customers a share of any unanticipated profits above a "normal" level

How have shareholders done?

Spectacularly well in electricity, where the regional electricity companies (Recs) proved capable of generating cash on a scale that neither the regulator nor the market had expected. The gaffe was blown when Recs forecast vast profit increases in response to predatory takeover bids. Performance has not been very different from the market average in teleunications and gas, better in water.

Has privatiaation helped wider share

ownership? The number of shareholders has risen from 3m in 1979 to 10m last year. Yet about half own only one share and most of the rest hold so few shares that their portfolios are inadequately diversified. The paradox of privatisation is that collective ownership increased throughout tha Thatcher period, largely because of tax assets run down, as the easiest are sold first. Even Mrs Thatcher thought British

also exceeded expectations. But critics incentives for occupational pensions.

Who are the biggest winners?

Directors, many of whom have enjoyed huge pay increases and options amounting to a risk-free pont on shares that were often sold off cheaply by the government.

Who are the biggest losers? Efficiency gains have been won largely at the expense of employees, who have been sacked in their thousands.

What are the politics of privatisation?

directors or shareholders. When service is improving, there is a political harvest to reap. But when shareholders are perceived to be winning at the expense of consumers, as in water, or where direc-tors are getting fat when employees are being sacked and consumers are unhappy, as in gas, a political backlash builds. The lack of a clear link between the welfare of customers and the returns to investors and directors is, in Professor John Kay's view, potentially lethal for the present regulatory system. And privatisation becomes more contentious as disposable



Rail a privatisation too far, so the sale in May of Britain's Railtrack could rebound on the government if it coincides with

Which countries stand to benefit most? Privatisation will help many developed countries improve their public finances. But developing countries, and countries in the former communist bloc, are the biggest potential beneficiaries because of the underdeveloped state of their private

sectors. As well as enjoying the proceeds from the disposal of assets, finance ministries in such countries usually pay out substantially less in future subsidies as a result of privatisation. And the market mechanism is a more efficient method of allocatiog resources than the bureaucracy. Wherever the state is bloated and policy bad, privatisation offers dispropor tionate economic benefits.

John Plender

## Borderlands struggle to find their role

he ultimate political and eco-nomic shape of 21st century Europe could well be determined by the fate of Belarus and Ukraine, the two former Soviet ter-ritories occupying the "borderlands" of a continent whose eastern frontier is still to be politically

Minsk, the capital of Belarus, has theoretically been the "Brussels of the east" since the Commonwealth of Independent States was hastily set up there in December 1991 to ensure some form of institutional co-operation between the successor states of the former Soviet Union. Until now, bowever, the CIS has

proved a hollow reed. This is due partly to the unexpectedly strong determination of Ukraine's post-independence leaders to build their own national institutions, and partly to the unresolved struggle in Moscow between the "modernizers" striving to make Russia a modern nation-state and the pan-Slavists - in neo-communist or neo-oationalist guise - who believe that Russia's destiny lies in the re-constitution of a modified

post-Soviet Union. In contrast with Ukraine, Alexan-der Lukashenko, the maverick president of Belarus, has repeatedly tried to forge closer economic and other links with Moscow, though with limited success.

Although Belarus has only 10m inhabitants, it is almost as hig as



Poland. It is littered with over-sized Soviet era factories and Warsaw pact military installations, and is seen by Russian pro-market reformers as a liability whose economic demands threaten Russia's own

stretched economy. "The prime minister went to Moscow in 1994 to sign a currency agreement which would have led to economic re-unification with Russia. But nuthing came of it," recalls Uladzimir Syanko, the Belarus foreign minister. Minsk then made a fresh attempt to re-huild links with Russian factories through a customs union.

The main benefit would have been supplies of raw materials, including oil and gas. at domestic Russian prices. But Russia has oot fully implemented that part of the ogreement," Syaoko added on a visit to London for talks with Mal-colm Rifkind, the UK foreign secre-

tary, and to open an embassy. Mcanwhile, efforts to develop relations with western Europe bave been frustrated by the autocratic and unpredictable ways of President Lukashenko, a former collective farm manager. However, discontent with Lukashenko's strong-arm tactics against opposition forces, the media and private entrepreneurs was reflected in an unexpectedly high turnout in two rounds of voting which created a working quorum for a new parlia-

The voting also secured the election of three of the country's most prominent post-independence personalities, iocluding Stanislav Shushkevich, the former speaker, and Staoislav Bagdankevich, the reformist former chairman of the

central bank. "It's very good to have such people in parliament. We're now going in the right direction," said Syanko, whose visit to London was part of an effort to widen political and econonuc links with EU states as well as Poland, the Baltic states and Ukraine. This is starting to pay off. Traile with the UK, for example, doubled last year to around \$10m. Meanwhile, for Belarus and Ukraine, as well as the Baltic states

#### DATELINE

Ukraine and Belarus are challenging the Russian tradition of keeping dependent vassals on its western border

and Russia, the dynamic growth of private enterprise and rising wealth in central Europe, especially in Poland, is changing the environment in which they operate.

Anthony Robinson

For the first time in living memory, the borderland states of Europe are no longer hemmed in by impoverished and or oppressive states, but enjoy relatively open borders and freedom to move and

Every day, thousands of citizens from Belarus, Ukraine, Latvia and Lithnania pour across the Polish border to trade and re-sell cheap but reasonable quality consumer goods at a profit back home.

To stock up, many travel as far as the fast-growing textile markets around the central Polish city of Lodz, fuelling a boom in the once depressed Polish city and injecting an estimated \$50n-\$70n a year into the Polish economy. Profits made through this private trade are also helping the new business people of the borderlands to build up the capital and skills needed to restructure

their own economies. Belarus and Ukraine with their high proportion of heavy industries, inherited a particularly bleak economic legacy. For Belarus, which was the forward staging area for Warsaw Pact forces, the legacy was made even worse by the Chernobyl nuclear accident.

Fall-out from the Ukrainian plant contaminated nearly a third of its territory, cutting farm output and diverting scarce resources from the daunting task of revamping oversized arms, ball-hearing, tractor, truck and electronics factories.

"The problem is that nobody has worked out a way to privatise these giant plants anywhere in the former Soviet bloc," says Syanko.

Both countries hoped that dismantling the vast nuclear arsenals once stored on their territories, and opting for non-nuclear status. would have entitled them to far more western aid and assistance than has materialised. Ukraine, for example, is still pressing for funds needed to close Chernobyl and replace nuclear power with gasfuelled plants.

But Sergei Osyka, the Ukrainian mioister for foreign economic affairs, holds out the prospect of a profound change in Ukraine's economic prospects as western oil and gas companies step op their explo-

ration and production activities. "In the 1960s, the Soviet regime decided to neglect Ukraine's proven hut relatively deep oil and gas reserves and concentrate on developing the distant but sballower reserves of Siberia," he

recalls. "Today, Russian and western oil and gas companies are concentrating their attention on central Asia. But these resources are also distant, difficult to develop and expensive to transport. Some of the more innovative western companies are turning to Ukraine, which is much closer to western Europe and has 52m domes-

tic consumers." Under the umbrella of the Central European Free Trade Association. former members of the defunct Comecon trading area are busy rebuilding intra-regional trade on a new private enterprise basis.

As this iotra-regional trade expands again, western business is also starting to look beyond the fast-track reformere of central Europe to the borderlands beyond. One question is whether Moscow

can be persuaded that Russia's best interests are served by the maintenance of prosperous independent states on its western borders - or hy dependent vassals, as so often in the past. Another questioo is: do Europe's politicians care?

## Renschler cuts loose

t 37, Andreas Renschler is one of the youngest top managers in German industry. Yet as president of Mercedes-Benz US, he oversees a budget of some DM1bn (\$0.60bn), the cost of starting up Mercedes' first car plant outside Germany, which is to produce a new range of

four-wheel-drive cars from 1997. In a corporate culture where 55year-olds are considered young, Renschler's rise is no mean accomplishment. He puts it down, modestly, to a generous dose of luck, plus the support of others, including Helmnt Werner, Mercedes' chairman, and Jürgen Hubbert, the firm's bead of cars.

Renschler's management style symbolises the change in culture at Mercedes-Benz, from a top-down hierarchy towards a horizontal organisational structure; from aloof uniformity to shirt-sleeved informality. Yet Renschler grew out of the old Mercedes-Benz culture, which bas not only tolerated a degree of non-conformist behaviour on his part but also - in some ways encouraged lt.

Renschler joined Daimler-Benz in 1988 after university, and had a first dark clouds on the horizon." spell as assistant to Werner Niefer, the former chairman. He was in charge of two projects in Latin America, but failed to land his "dreem job" in Argentina.

Instead, he was put in charge of a small team examining prospects for 4W-drive vehicles, which concluded that Mercedes-Benz could build one that would be sufficiently different from rivals' models to succeed in a highly competitiva sector. They also recommended building them in the US, the biggest 4W-drive market.

Renschler's project started just as the long boom in Germany's car industry was coming to an end; Mercedes-Benz accepted the need to embrace change. In Tuscaloosa, Alabama, chosen as the site for the new plant, Renschler is now com-

Las Vegas due soon.



Renschler, setting up US plant

pleting the project whose feasibility he once studied. Every other week he commutes between Tuscaloosa and the outskirts of Stuttgart, Mercedes-Benz's headquarters.

"We would not have made it had there not been a general sense of change [at Mercedes]," says Ren-schier. "If this had happened in normal times, we would have hit trou-ble. But at that time there were the There was pressure: "not just pres-sure on cost savings but also cultural change... Without this new mentality we would not have man-

aged. We were lucky."

The project is being tightly run, and the new model is still veiled in secrecy. "We stipulated that it had to be a separate team. 12 or 13 people, with a separate hudget, free from line management obligations, in separate offices, answering to a single member of the board," says

Renschler. A few miles from Mercedes' sprawling headquarters offica blocks, Renschler runs a small, high-security plant developing the model. Every day, for about three to four hours. Stuttgart and Tuscaloosa communicate via video

screens. Some managers commute

PEOPLE

every week. The Tuscaloosa plant is a rapidly advancing huilding site, managed by Renschler and his even younger team, who camp out in makeshift hnts. Once it is completed, Renschler says with pride, there will be no reserved car parking for execu-tives. Even the chairman will work next to everybody else in the same open plan office.

In almost every respect the setup at Tuscaloosa will be the opposite of the traditional German office, with its long corridors, name plates and front rooms, Renschler dislikes structures that divide and separate,

"The more barriers you erect, the less they tell you," be says. "Com-munication is the most important thing, no matter which company you are in. In the old days [at Merdes-Benz] we had a canteen for workers and clerks, then we had a 'silver spoon' [canteen] from a certain level onwards, and then we had a 'golden spoon'."

Renschler's rise was not completely smooth. A friend remembers that "there were some critical situations because he did not get on with Professor Niefer as well as he could bave. It was not that he did not like the guy. On the contrary. But it was felt that Renschler was always at a new party when Niefer wanted him at an old party. Starting something from scratch was what he really wanted to do."

Getting control of the 4W-drive project was Renschler's big break, giving free rein to his creativity. But in his view, the rules within German companies are strict only for those - the vast majority - who

follow the standard game plan. Renschler says that although Mercedes-Benz is a company with traditional bureaucratic systems, its culture nevertheless permits a few people to take risks and to break out of the system. For people such as him, he says, there are no rules.

# IN THE NEWS

#### Wallenberg's very modern executive on Gambro's trail

Mikael Lilius, chief executive of the Wallenberg industrial group Incentive, skipped his family's New Year skling holiday to stitch together last week's SKr10hn bid to swallow the medical technology company Gambro, writes Hugh Carnegy in Stockholm.

But such are the demands on the modern executive that when he finally did get away, baby-sitting duties still kept him off the slopes The affable Lilius was cheerful none the less. "These are very exciting times," be declared. An ethnic Swede from Finland,

47 this year, Lilius is one of the "young Turks" of the Wallenberg sphere, leading the quest to add modern, high-growth investments to an empire traditionally dominated by cyclical stalwarts like engineering and forestry.

He was brought into Incentive in

1991 to refocus the operation in growth sectors. It was then a low-earning ragbag of second-line Wallenberg assets - a poor relation to the blue-chip vehicle, Investor. Even when Gambro had been identified as a target, there was a problem. "At the end of the rope that led to Gambro was Volvo, which was then its ultimate owner. Only after the collapse of the Volvo-Renault merger, when it became clear Volvo was going to sell non-core assets, did things start

In mid-1994, Incentive gained a majority voting share in Gambro -the world leader in renal care, Now it is seeking to complete a full takeover. Further divestment of other industrial interests in areas such as cargo bandling, military vehicles and power, will follow.

Lilius hopes the 30 per cent "conglomerate discount" Incentive shares have habitually suffered will soon be a thing of the past.

## Thai shenanigans

Thailand's financial officials have traditionally been a low key bunch, writes William Barnes in Bangkok. Their joh is to keep the economy growing st s fast lick and avoid parliamentary shenanigans.

However, over the last fortnight they have been involved in an unseemly bust-up. Ekamol Kiriwat lost his joh as bead of Thailand's Securities and Exchange Commission and deputy governor of the central bank, and Surakiart Sathfratbai, the finance minister

who sacked him, has been demoted. Ekamol, widely somired for bringing some unaccustomed discipline to Bangkok's rumbust ious stock market, probably paid the price for speaking his mind. He had been instrumental in charging one of Surakiart's former legal clients with stock manipulation, and had been critical of his decision to bail out small investors

in November after a bankrupt investor sbot himself. Though Surakiart's demotion is less of a loss – at 37, he has little financial experience – there has been speculation that he has been used as a scapegoat and that Ekamol's downfall was in fact engineered by central bank governor Vichit Supinit. They have long been rivals and

temperamental opposites. When the baht was under threat during the Mexican currency crisis, the finance minister at the time. Tarrin Nimmanahseminda, asked both men for their advice. Vichit wanted to introduce exchange controls. Ekamol counselled the opposite. Tarrin took Ekamol's advice and the baht survived.

## TELEVISION



sion is performed by small dogs striving to catch an earful of Miss Austen's matchless dialogue. Denzel Washington finds trouble in the shape of a Devil in a Blue Dress This unstarry but quietly sparkling BBC-produced film won rave two basic mistakes. With nudity you need eroticism, with violence reviews in America, which prompts us to ask: Why did they get lt

■ The War. a sentimental family fable starring Kevin Costner, also slumped in America. But The Devil In A Blue Dress won eulogies for its '40s-set thriller involving murder, blackmail and Denzel Washington. profile box office flasco was Director Carl Franklin (One created by Joe Eszterhas and False Move, 1993) is a name to Paul Verhoeven, writer and watch.

tension and/or human interest.

director of *Basic Instinct*, who made two basic mistakes. With nudity yon need eroticism, with violence bless the fast-forward button as you watch Hoffa, the three-hour Jack Nicholson-starring trade union melodrama, or the costly comicstrip lunacies of The Shadow and Star Trek: Generations. But you will linger happily over Miami Rhopsody, an astringently funny tale of love and manners in the Woody Allen style.

Nigel Andrews

## MUSIC :

The Bang on a Can All-Stars is a collective of New York-based young composers and players who consider themselves to be "too funky for the academy and too structured for the club scene"

They also got Showgurls first but

were welcome to it. Awash with

nudity, this sex-and-sleaze exposé

shook all moving body parts at its

US audiences, who responded by

moving out of cinemas. The high-

Their solution - a bewitching fusion of European classicism and American minimalism shot through with rock and jazz edginess - make a truly jolting start to the New Year's albums.

Industry (Sony Classical) is dominated by the Dutch composer Louis Andriessen, but also includes fine pieces by Julia Wolfe, David Lang and Michael Gordon. The sound throughout features startling combinations of percussion, saxo-

phones, guitar and keyboards, occasionally locked together in tant she needs a couple more to catch np rhythmic unison (Lang's mischlevously titled "Anvil Chorus"), hut also allowed to roam into improvisation (the Mahavishnu intensity of the climax to Wolfe's "Lick"). It is all reminiscent of some of the late Frank Zappa's best work, and, refreshingly, dares to make demands on the listener.

■ Charlie Dore was identified, along with Kate Bush and Judie Tzuke, as one of the brightest female singer/songwriter hopes for the 1980s. It did not happen, however, and Dore went into a long sabbatical from performing, preferring to concentrate on writing. Things Change (Grapevine) is her

first album for 13 years, but perhaps with the times. The songs are wellcrafted, polished and intelligeot, striving for timslessness but sounding just that little bit

■ Wild One - The Very Best of Thin Lizzy (Vertigo) is a pretty comprehensive account of a band which managed, with rars accomplishment, to unite headbangers and boppers at a time in rock history when you were one or the other. A River of Sound (Hummingbird) is a sweet, melodic collection of Irish traditional music from the recent television series of the same name.

# to happen," Lilius recalls. WEIGHT

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FINANCIAL TIMES

## MANAGEMENT

behind almost every big boardroom defection is the anonymous figure of the headhunter, proficient in the techniques of corporate seduction but still little known outside the highest echelons of busi-

For many people the work of beadhunters - or executive search consultants to give them their Sunday name - is a mystery. But among decision makers they have become as much a part of corporate life as the accountant and the lawyer - with salaries to match.

Headbunting has become a swiftly expanding industry rivalling other areas of management consulting in its pace of growth.

A recent report by the Economist Intelligence Unit valued worldwide search revenues this year at between \$3.5bu (£2.5bn) and \$4bn. European revenues account for about a quarter of this. In 1994 the top 20 firms shared a net revenue in Europe of \$580m with annual increases of hetween 20 and 40 per cent in both 1993 and 1994. Growth in 1995 shows no signs of easing off.

The EIU report puts a positive gloss on the search business, portraying beadhunters as highly skilled industry experts often with as much knowledge and status as those they were placing on the boards of companies. It was well received in an industry which complains that it is too often portrayed as a talent snatcher, luring satisfied executives out of their existing jobs.

The image has by no means disappeared and even some beadhunters recoil from the suggestion that they are as able as the people they recruit. One industry veteran said: "It is very easy in headhunting to get delusions of grandeur because we find ourselves moving among industry and commerce. To put it quite crudely we are prostitutes. We are not even mistresses."

Comparing the oldest profession

to one of the youngest may not be entirely appropriate but both of them have struggled to be accepted in polite society. Headhunting is not the sort of joh that attracts knighthoods but it does register a high cuff-link count - they dress the part - and in the past few years it has been attracting increasingly talented individuals.

Most beadhunters take specialists straight from senior jobs in industry or they beadhunt from each other. Egon Zehnder International, which has the biggest revenues in Europe, is somewhat unusual in that it never recruits other headhunters but takes raw talent with an MBA or other business qualification and often with a consultancy background. Many of its partners are ex-Harvard Business School or ex-McKinsey consultants.

The firm has pioneered the concept of the headhunter as consultant. It brings in high-calibre people from outside the industry who know from the outset that the time to partnership will be six years. John Grumbar, managing partner

of Egon Zehnder's London office.

says: "We shy away from this word beadhunter. We are trying to make lt a profession where people are buying the service," he says.

Like Egon Zehnder, the biggest
operators are going for "global
reach", establishing or, in some cases, buying local offices overseas so they offer an international

search capability to clients.

The pace of expansion in the headhunting industry is being matched by its rapid change of image, writes Richard Donkin

# Professionals lured by respectability



The market is also attracting niche players who concentrate on a single industry sector or geographical area. Eric Salmon & Partners, for example, though not among the largest of firms, has in the words of one of its competitors "sewn up the Paris-Milan axis".

To cover this demand for specific expertise the higgest firms now have industry specialists within their ranks who tend to know not just the people in their sectors but

Matthew Wright, who covers the financial services sector for Russell Reynolds Associates, says: "You cannot work in this sector without understanding the mechanisms of

Unusually Wright joined Russell Reynolds straight from studying law nine years ago. "There is a generation coming through now that sees beadhunting as a career," be says. Each firm has its own characteristics. Many have their star players like Korn Ferry's Windle Priem who dominated the US east coast financial sector during the 1980s.

The big name headhunters can often point to successful placings which belp to promote their reputations. Sir Colin Marshall's success

at British Airways remains a power-

ful advertisement for the skills of Miles Broadbent, of Norman Broadbent International, who helped put

When the placing goes wrong, however - as It has done with Michael Lawrence, who has just been dismissed as chief executive of the Stock Exchange - it can reflect on the headhunter who put him there. In this case John Viney, of Heldrick & Struggles, who carried out the headhunt, admits that Lawrence did not ultimately fit in the job but he points to the reluctance of others to accept the need for change. "I have to accept some of the blame for this. I am helping and advising the board. My job is to get the highest calibre individual for the post. There is some risk associated with

It, especially if I fight for him." He said that Lawrence bad thought "long and hard" before tak-ing the joh. "He had to ask himself: 'do they want change and have they got the stomach for It'."

In such high-profile moves the role of a headhunter can be crucial to the future performance of a company. This may prove the case in the search for James Ross's replacement as chief executive at Cable and Wireless. The sndden depar-

Cheated by the world's 'best' manager

the chairman, is perbaps an extreme example of the unexpected problems that a headhunter may be asked to solve. In this case the departures were messy and damaging, triggering a mass of criticism about the company structure, its future and accompanying takeover speculation. The headhunting assignment in such circumstances

as it must he, with deciding the strategic direction of the company. Dealing with nothing less than a crisis, in this case, demands the sort of industry expertise identified by Nancy Garrison Jenn who compiled the EIU report. She says: "They have to speak the same language as

is as tough as they come, bound up,

While part of this talent involves looking the part and acting the part, it does take time for those who enter beadhunting to way into the job.

Miles Broadbent says that in the heginning, at least, a newly recruited headhunter with no previous experience in the business generates very little for the partner-ship. He says: "In the first year I don't expect them to generate any assignments of their own but they do assignments under supervision." tures of both Ross and Lord Young. By the second year, be says, they

should be generating about half of their assignments themselves and by year three they should have become self sufficient. In year four they should be banding over surplus assignments to less experienced colleagues.

The telephone is prohably the

most useful weapon in the headbunter's armoury. As one of them points out: "A chief executive will take calls from three types of people: journalists, beadhunters and his mistress." Broadbent nicknames the telephoning system "smile and dlal". He firmly believes that approaches to potential candidates should only be carried out by headbunters themselves. "I think if you are doing a senior job, a senior person should call up a senior candidate and should know the whole

story," he says. A call from a headhunter, how ever irksome, tends to stimulate two powerful buman characteristics, one is the ego - it is flattering - and the other is curiosity, the urge to find out more about the job. But even curiosity disappears among the most successful executives in high-profile roles who have grown tired of headhunters' attentions. As Broadbent points out:

"The guy you really want is the guy

who's perfectly happy in what be's

He says thet timing is an important part of the job. Broadbent watched the career of Neville Bain when he was finance director of Cadbury Schweppes for several years because he knew that Bain would probably lose out when the top job arose at Cadbury. Bain had all the qualities to be chief executive except that Dominic Cadbury was six months older than be. When Cadbury got the top Joh Broadbent was in a position to move in and secure Bain for the chief executive's job at Coats Viyella.

The way Broadbent often works is to turn an assignment on its bead. When asked by a retail company to find a property director whose job would be developing out-of-town supermarket sites, he approached leading surveying firms and asked them who had impressed them most in recent negotiations. The client company had made up a list itself of all the retail property directors and was trying to ring them one by one. Their eventual choice was on the list but they bad not got to bim yet. "Wa got somebody in six weeks by this method. If you want to find a sales director you talk to buyers. If yon want a buyer you talk to sales directors," says Broadbent.

The traditional search fee is split like this: a third of the fee is paid when the search contract has been secured, a third after a shortlist has been delivered and a third upon the executive signing a contract with the new employer. Typically the whole fee is a third of the first year's gross remuneration, payable in stages over the length of the search which is often hilled on the basis of a 90-day assignment.

With highly paid posts, however, where the first year's salary package might be approaching £1m. fixed fees have become more com-mon. As beadhunting has become more established, the fee structure bas become most vulnerable to pressure from customers. Headbunters will often find themselves pitching for a particular assignment and price will be a factor.

The business has developed in a

series of breakaways and buy-ups but the way that the bigger companies have been moving is to take on extra functions such as establishing subsidiaries involved in selection covering lower-paid executive jobs where advertising is commonly used. Some headhunters are also pursuing opportunities in the recruitment of non-executive directors to fulfil the hest practice recommendations in corporate governance laid down in the Cadhury

Garrison Jenn belives that the demand for international searches and specialist knowledge will be big influences over the next few years. The spread to new markets in eastern Europe and south-east Asia has also defined expansion in recent

Another feature may be a spread into other recruitment areas. The fully integrated recruitment practice featuring search, selection, interim management and outplacement may not be too far away. In the meantime, looking at the outfall from the top jobs at the Stock Exchange, Cable and Wireless and Amstrad in recent weeks, the headhunter seems to be enjoying a rare commodity in today's marketplace

suffered the usual Monday morning

nightmare with half the ticket

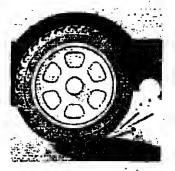
machines out of order, I would not

find the invitation to commend any-

one amusing. And even if a member of the Underground staff had done

something deserving of a herogram,

I would prefer to send one spontane-



## FAST TRACK

Dance names such as Calypso. Bolero, Flamenco and Tango conjure up images of leisure and entertainment rather than hard-boiled commerce, but the German company which uses them for its products is in a bighly competitive and fast moving sector computerised colour and graphics systems.

Founded by a Frenchman. based in Frankfurt and now pushing strongly into the US and Asia, Dalim - named after Salvador Dali, the surrealist nainter - certainly has global ambitions. But the young company, now growing at a rate of 50 per cent a year, bas also had setbacks.

Dalim began as a provider of business graphics software. It was mitially successful but hit a problem in 1990 when Tektronix of the US pulled out of the computer workstation market. Tektronix hardware had been the platform for Dalim's

Francis Lamy, the 37-year-old founder and president, was thus forced to change tack. The way he did so, helped by venture capital companies, laid tha foundations for the growth achieved today, with 1995 sales of DM25m (£11m) expected to

rise to DM38m in 1996.

Lamy decided Dalim's systems for the pre-press industry should be software-oriented, based on the Unix operating system and the PostScript editing language. He also opted for object orientation, in which programs are written for specific functions. Dalim systems run mainly on Silicon Graphics and

Sun Microsystems workstations. Dalim's colour imaging and manipulation systems are sold worldwide. Among its foreign customers are Colourscan Overseas of Singapore, Mallis-Morgan of the UK (handling colour advertising for News International and Express Newspapers), Quebecor in Canada and North American Color of the US. In Germany, big users include Burda (for Focus · magazine, the rival to Der egel) and Axel Springer

It is also branching out into packaging, textile and ceramics printing, workflow management and digital multimedia storage of picture, sound and video data for a variety of applications. Having moved beyond Europe, it is now huilding up its base in the US and has plans for Japan. Some 70 per cent of the

company is owned by yenture capital companies - including Techno Venture Management (TVM), Hanseatic and Atlas Venture (Dutch-owned) from Germany, APM of the Netherlands and Jafco (Japan) which have invested DM30m. Luiz Thiele, the chief & & carecutive, says Dalim has just reached break-even and plans a . share listing on the US's Nasdaq stock exchange at the end of 1996 or early in 1997. Germany accounts for more than half its sales and the US for 30 per cent."

BUSI

But Dalim's aim is to have roughly 40 per cent of its sales in the US, 80 per cent in Europe and 30 per cent in east Asia; he says. "Forty or 50 per cent of the world market is in the US. If you can't exist in the US, you'll. stay a geographical niche

player."
Dalim has strong competition.
But its rapid growth into new sectors and markets has given it a powerful potential. The whole (printing) industry is developing so that it will become completely digital."
Thiele adds. "Our software engineers have taken a fresh approach to a traditional .

**Andrew Fisher** 

#### ho are the best managers in the world? I have no idea but I The more you think about it, the more ridiculous the list seems. Why has Robert Ayling been named a best manager of 1995 when he only

would love to find out. Thus I fell upon last week's copy of BusinessWeek magazine, which promised to reveal the 25 top managers of the year.

Yet as I read about these "top winners in the global game" as the magazine called them. I started to feel cheated. Take the two women in the sample. Ana Patricia Botin, chief executive of Spain's Santander investment, apparently has the "penetrating gaze and workabolic drive" of her father, chairman of the same outfit. Botin may be good at her joh, hut is she really one of the 25 best managers in the world? Or is she on the list because BusinessWeek cannot hring itself to admit that there are no women in the tip top league? The other woman. Patricia Stonesifer, appears to have done great things running ber division at Microsoft. But why Gates gets no mention?

started in the big job at British Air-

ways last week? Indeed, what is a good manager anyway? According to the magazine, top managers have "ridden the tiger of growth to spectacular success". But surely financial performance is only part of a complex and subjective calculation.

Nevertheless, the 25 Busines-sWeek managers should enjoy their stardom while they can. Our bunger for spotting winners is exceeded only by our hunger for scapegoats as evidenced by last week's new British TV series hounding fallen executives. But I would like to know bow ibese corporate beros and villains are supposed to fit in with today's flat, empowered organisation. We are endlessly being told that the sucess of a modern com-pany is down to all its staff.

LUCY KELLAWAY

Last week this newspaper took the novel step of telling its British read-ers what to wear. In its leader column last Thursday it urged City slickers not to follow the US practice of dressing down on Fridays, but instead to be both more casual and smarter ever day of the week. London bankers, the Financial Times concluded, should emulate their opposite numbers in Paris,

Milan and Frankfurt. I would like to distance myself from this view. European harmonisation may be an excellent idea when it comes to the investment Services Directive. But when it comes to wardrobes I find myself

national differences. It goes without saying that the average Milanese banker looks crisp and colour co-ordinated, whereas the less said about the average City banker's appear-ance the better. However, it does not follow that the latter should copy the former. If British men want to dress cheaply and carelessly - surely that is part of their eculiar charm.

But a stronger point against is the near impossibility of changing the British man's wardrohe. Persuading them to start wearing elegant silks and linens would be about as difficult as persuading the

Finally, I am against the continental-style City slicker on the

British public that the lottery is not

grounds that he would damage the national economy. The elegant fab-rics and choice of colours that are found on the Continent do not come cheap. Neither are they the sort of thing that Britisb companies are good at making. Just imagine what the change in style would do to our balance of payments, let alone to the profits of Marks and Spencer.

Once upon a time companies used to invite customers to complain if they felt they had received bad service. That seems to be going out of fashion judging by a notice that has just gone up at my local tube station. It makes no mention of complaint; instead it asks passengers to "comment" on the service and to "commend a member of staff". London Underground may feel this sounds more upbeat. But if I had

Returning to the subject of what makes a good manager, one thing is clear: reading management books

has nothing to do with it. I was interested to see on this page last week the book recommendations of senior management figures. The only ones who seemed to have spent any time poring over manage ment texts in 1995 were the business school professors. For the most part executives were too busy in 1995 managing to read about management. And if they did have time to read books it was more likely to be about the real economy than organisational theory.

The Financial Times plans to publish a Survey on

## Franchising

on Tuesday, March 12th.

This survey will focus on areas such as research for potential franchises, explores sources of funding available and highlights the specialist help available. For more information, please contact

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## BUSINESS EDUCATION

If you are still wondering about new year resolutions, then try volunteer work. It could be good news for both your ego and your career

## When giving is profitable

eghe, managing director and recruiter at US bank J.P. Morgan, looks at candifrom the world's top business schools, she does not limit consideration to academic success. She also scans applicants' backgrounds for volunteer work
"Volunteer work shows character.

important in today's business world where we are concerned about ethics." she explains. "There are other benefits, too. Once they're in the work environment. volunteer work is often a way executives make contacts and build their networks. That's the kind of person we want."

US business schools are getting the message and are putting a new emphasis on volunteer work. They are establishing formal volunteer programmes and reporting a tremendous surge in student interest. At Columbia Business School, for instance, about one-third of students now volunteer for community work on a regular basis, compared with just 4 per cent five years ago. Nearly half of Boston College's business school students are

involved in the volunteer programmes.

Wharton, at the University of Pennsylvania, has gone so far as to make community service e part of the required curriculum for its undergraduate business students, who receive grades based on

College are considering similar moves.

"The stereotype of the business school graduate has always been the me, me, me money-grubber whose only concern is for wealth," says Scott Caganello, assistant dean of student affairs at the Columbia Business School. "These sorts of pro-grammes belp to counteract that image." Business schools say they are also looking more at extra-curricular activities such as volunteer work at the admissions level, so they are dealing with a student body ori-entated to outside service activities.

Both the students and the husiness schools see value in volunteer work beyond the altruistic. One advantage is improved business school relations with the neighbourhoods in which they operate. "We realise that we are part of a community, and the fate of Wharton is linked to the fate of wharton is linked to the fate of what the f the fate of west Philadelphia," says Michael London, who teaches the required volunteer course at the school.

Students may grow from the experience as well. Administrators and professors complain that their charges too often come from sheltered backgrounds that offer little contact with people of different ethnic backgrounds and economic means.

In today's corporate America, the ability to mix with workers of different backgrounds is considered central to success. WE LIKE RECRUITS WITH A BACKGROUND IN VOLUNTARY WORK CALLACHER, BUT I'M NOT SURE SIX MONTHS WITH A CENTRAL AMERICAN DEATH SQUAD COUNTS



"The chance to spend time with people outside the business school environment is important," says John Hill, who, as a studant, headed up the volunteer pro-grammes et the Amos Tuck School of Business at Dartmouth before being recruited by Boston Consulting. "We worked with prisoners, for instance. That can be an eye-opener for someone used to a more homogeneous environment."

Administrators and recruiters also say
the programmes can build leadership and

teamwork skills, and can give students a chance to put into practice the tools they learn in the classroom.

Not everyone believes there will be a pay-off come recruiting time. "I think a lot of the recruiters still pay e lot more atten-tion to grades," says Louis Corsini, dean of the Boston College business school. "But volunteer work is now a valuable part of the business school experience."

## For a few dollars less

s a US business school graduate given the choice between a \$100,000 (£63,000) job oo Wall Street or a \$300 a month posting in Poland which would you choose?

A surprising number of volunteers are taking the latter course by signing up with the MBA Enterprise Corps, a non-profit-making organisation which sends young business managers 10 work in eastern Europe for periods of 12 to 18 months.

The deal is a little better than \$300 a month because the graduates also receive travelling expenses plus a flat provided by the bost company. That said, this is far from a conventional expatriate package.

Corporate America, therefore, might wonder why some of its brightest young business talent is willing to overlook a US salary for a while longer. The answer, according to Janet Jones-Parker, the programme's corporate relations director, has something to do both with altruism and the belief that the scheme will increase career prospects.

The programme, run from the University of North Carolina, Chapel Hill, is funded mainly by the US government. At present it is only available to US citizens and Green Card holders. The programme members are typically graduates who have worked five years before doing a two-year Victoria Griffith MBA course. Some have resulting debts of

can defer until their posting is over.

The assignment starts with a threemonth intensive language course before going to the host company. A country manager vets each of the postings to ensure they are offering suitable scope for managemeut development.

More than half the young managers stay overseas when the posting has eoded. One couple I know set up a tee-shirt printing business in their kitchen. It is now one of the biggest textile printers in Poland employing 80 people in 7,000sq ft of factory space," says Jones-Parker. Some 350 managers have been through

the programme to date, many working in the expanding financial sector. George Col-lins, a law graduate from the University of Virginia, joined MBA Enterprise in 1992 and worked for a year as adviser to the general director of Posovni Banka, for-merly the Polish postal bank. After the programme be joined the Prague office of CS First Boston. Today, at 33, be is an equity partner and managing director of Patria Asset Management, a company for Czecb institutional and retail clients investing in Czech service industries. Collins says: "Here I'm a big fish in a

small pond. It just keeps getting better". Richard Donkin

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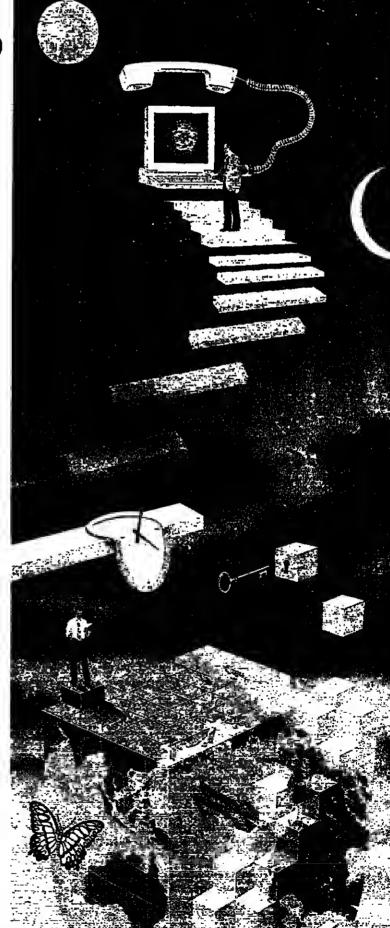
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AOM. a subsidiary of the state-owned Credit Lyonnais bank, said it would introduce a fare of FFr690 (£89) for a return tariff by Air Liberté.

Under a law which came into force on January 1, all French airtines have the right to fly domes routes without restriction

in a dress rehearsal for eregulation next year when airlines of one EU state will be able to in another.

Several small airlines pioncered the deregulation camp last year, with AOSE and Air Liberté flying several routes from Paris Orly.

Coinciding with the hallenge, Air Inter Haunched itself as a low-cost, no-frills European airline under the new name of Air brier

The relaunch also marks a fightback by Air Inter dual loss of tic market share to Strike fears



Deutsche BA the German airline affiliated to British Airways, will seek further talks with public-sector union

OeTV to try to head off strike Doutsche BA director Richard Heideker said the disoute centred on OeTV's demand to set up a unified wage structure. Northwest Airlines will a launch a non-stop service from

service by a US airline to China. . The thrice weekly flights are possible under e new eement between the US and agreement between the US ar China announced last month.

Detroit to Beiling on May 1.

offering the first non-stop

Airport food savaged Food critic Egon Ronay last week savaged the airport food at Paris Charles de Gaulie airport, but said that

caterers at London Heathrow were miles ahead of their continental rivals. Comparing standards at Charles de Gaulle, Heathrow, Amsterdam's Schiphol and Frankfurt airports, he said some dishes at the Paris airport

were fit only for "people Who have damaged their salata in some way". Ronay and a fellow inspector covered four food outlets at each airport in that many Heathrow caterers make better

coffee, better chips and even better croissants than their continental

However, Schiphol "Is for the food masochist, he said. "Anybody who eats at Amsterdam airport needs to have his head and palate examined. It is below criticism.\*

Frankfurt was better than Charles de Gaulle or Schiphol, but he said: "All the catering, including the food, exudes inefficiency." The low points were an

"absolutely scandalous" croque monsieur and rather laughable" crois in Paris; and a hot-dog sausage at Schiphol which tasted "like a piece of

Heathrow still busiest Heathrow is still the busiest international airport in the world,

according to a survey. London's main airport is set to handle about 625,000 passengers on international non-stop flights departing in the week of January 15-21.

according to the figures. But US airports deal with more passengers as a whole. Chicago's O'Hare airport, its figures boosted by hordes of domestic travellers, tops the list vith a total of more than 954,000 passengers due to depart that week.

In a table dominated by American airports, the only other European hubs in the top 20 are Frankfurt, placed ninth, and 17th-placed Paris.

Likely weather in the leading business centres

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8 5 6 6 6 6

Townhouse hotels with an emphasis on personal attention and a friendly ethos are flourishing, finds Amon Cohen

## Good things can come in smaller packages

bere is oothing more gall-ing for frequent husiness travellers than being told by deskbound colleagues that jetting about is e lucky, glam-

orous existence. The excitement of husiness-class flying quickly palls in the face of disruptions to domestic life and the strain of living out of a suitcase.

Worst is spending endless nights in hotels, where the fovers and bedrooms look the same from Milton Keynes to Manila and guests start hehaving like robots, clicking in and out of sleeping quarters with an electronic pass.

It is small wonder, then, thet recent years have seen the flourishing of townhouse hotels - small properties where the emphasis is on personal attention, individually decorated rooms and an ethos of friendliness rather than servility.

"Townhouses have a very useful iob to do, which they do extraordinarily well, of giving a feeling of being a private house," says Giles Shepard who recently became managing director of the Ritz Hotel in

Shepard is well qualified to pronounce on the matter, for the epi-centre of the townhouse movement is London, where relatively small operators claim they have been chipping away at the customer hase of the more expensive grand or "palace" hotels.

house hotels in London. Today there are 28. They range from well-known names such as Dukes Hotel in St James's to Anoushka Hempel's Blakes and the Sloane Hotel in Chelsea, where all items in

the rooms are for sale. The treed is also manifesting itself in continental Europe, with 13 townhouse hotels in Paris and two in Brussels. Many similar properties are planned to open in the next year or so. Grace Leo, proprietor of Le Montalembert in Parls, is advising two members of the rock group U2 on the opening of the Clarence in

Duhlin next May. Meanwhile, Peter de Savary, the property developer plans to relaunch the Fenja in Chelsea, west London, next April, the same month that the 52-bed Hempel is opened by its eponymous owner in Craven Hill

'The average room rate of townhouse hotels is now

those charged by bigger cousins'

creeping up to

Chelsea, is revamped as Cliveden Townhouse. The 27-bed Leonard opens in Sev-

mour Street this month and three entrepreneurs who have success fully exploited the formula elsewhere in Britain - Ken McCulloch in Glasgow and Edinburgh, Jonathan Wix in Leeds, and Jeremy Mogford of Browns resteurant in Oxford - are also hoping to establish London properties.

For their regulars, the virtues of townhouses are clear. Jeff Max, director of US software company Systems Development, who spends half the year travelling on husiness and visits London ooce a month, is a regular user.

"Todey," he says, "most hotels of all sizes have all the technological facilities you could oeed, but the large, impersonal nature of the hig chains makes me feel uncomfort-

The townhouses bave many of the nice features of a hig hotel hut com-hine them with the personal touch of a bed-and-breakfast, and manage to be familiar without being over-familiar. They also tend to be much quieter, which is something that is hard to find in Loudon." His only complaint about town-

house facilities is their lack of air conditioning. Another commendation comes from Cartier. Pilar Boxford the company's UK communications director, says she always books the president. Alain Perrin, into the Franklin in London.

"We find our executives are happler in townhouses because the service is much more personalised." she says. "There is no waiting at the desk or for the concierge, and all rooms have a direct-dialling telephone and access to a fax machine."

he adds: "The rate is also very reasonable compared with Claridge's or the Connaught, and services such as a massage or manicure are readily available.

At the Ritz, Giles Shepard is not so sure that husiness customers always get what they should at townhouses. "The average room rate of townhouse botels is now creeping up to those charged hy their bigger and grander cousins, he says. "They are playing on the Colefax and Fowler image and their intimacy to charge a high price but not deliver the service."

It is not only executives from groups such as Cartier and American entrepreneurs who patronise townhouses. Dukes' clients number senior executives from Goldman Sachs, Morgan Stanley and J.P. Morgan, as well many figures in the defence and aeronautical

Andrew Phillips, general manager

Suite dreams



**Dukes Hotel** Number of rooms

Price of double room Price of suite Dining facilities

£247-£323 per night One private dining room business facilities Fax lines and modern connections in each more.

£188 per night

secretarial services on cal

£235-£323 per night

£581-£1,050 per night

Three private dining rooms

Number of staff

The Ritz Number of rooms

Price of suite Dining facilities

Price of double room

plus Louis XVI restaurant Same as Dukes Business facilities

(Including restaurant) 230 Number of staff

at Dukes, who moved into the townhouse sector five years ago, says that 80 per cent of his customers are husiness travellers. A report from KPMG, the consultants, on townhouse hotels estimates that huslness travellers on average make up between 50 per cent and 70 per cent

KPMG concludes that the future is rosy for the sector, in spite of responses from the grand hotels such as creating "club-class" floors that offer a personal hutler service.

According to its report, more than 50 per cent of townhouse guests are repeat bookings, responding to the personalised service which is built on low staff and management turnover, recruitment of staff for charm and personality rather than technical skills; and the devolution of responsibility to all levels of staff.

Most townhouse employees are willing to give most tasks a go, and that applies to managers, too. David Naylor-Leyland, majority shareholder of the Franklin, the Egerton · exactly what is best for them.'

House and Dukes, all in London, takes a turn ou the front desk at one of his properties every week. in spite of the best efforts of the townhouses to snipe at the palaces the truth is probably that each is good for the other, especially while London occupancy levels are run-

ning at more than 90 per cent. As Shepard says: "I think we complement each other and offer a good range across the board, so that any one visiting London can choose

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implications? This seminar by UNICOM impreasons. This seminar by CALCOM.
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the QMW IT Law Unit. It features experi presentations, and a debute between tha
ITC and OFTEL on regulating the

tel: 01895 256484, fax: 01895 813 095 email: jobs grumcom.co.nk FEBRUARY 23 Researching East European Markets - The View From the

or held by London Business School for companies requiring business information from the region. Information specialists based in Bulgaria, Czech Republic: Hungary, Poland, Romania and Russia will present an overview of local sources of business information, illustrated

CISME Information Service Tel: 0171 706 6870 Fax: 0171 402 8979 LONDON

FEBRUARY 27 City Regulation Financial Services Act After Ten

Years features such authorities as Mrs Augela Knight of the Treasury, Smart Bell of the Labour Party, John Plender and Andrew Wincker, Spensors: KPMG, Clifford Chance, CSFI and London Guildhalf University, Information from: Cityforum Ltd Tel: 01225 466744 Fax: 01225 442903

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directive and its potential impact on

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MARCH 1

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a fax to 0171 266 9085). FEBRUARY 22 & 23 The Financing of Innovative SMEs in the European Union What roles should private and public agents play in adapting and developing financial instruments which would enhance technological innovation within

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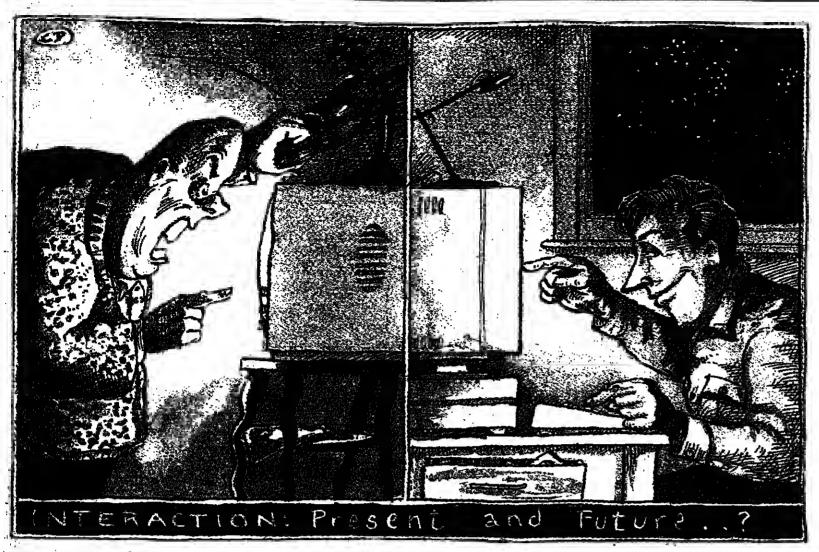
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and economic advisers to the South African Government on matters pertaining to the Restructuring of State Assets has been extended until 19 January 1996 at 15:00,

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## Ready to adjust your mindset?

Interactive technology will bring radical, but not sudden, change, writes Alan Cane

interactive the next three years. media and applications will find acceptance in the home during the next 10 to 15 years and how will they affect the lives of res-

~ a &...

Is the television movie in which the viewer can manipu-late the ending to his or her owo preference the "killer" application capable of kickstarting the interactive revolution? Or will bome banking and bome shopping prove the bigger draw? Such questions, which bold the key to the prospects of the multimedia revolution, will be examined by a research team from the London Business School under

Some indication of the level of interest in the group's conclusions is given by the list of sponsors: it includes the Markle Foundation of New York and a consortium of more

to £300,000 in the first year. A background study carried out for Prof Barwise's centre for marketing at the school, bowever, gives a hint of what most people expect of the inter-active media revolution. If it is right, companies expecting quick returns from investment in multimedia sbould revise

The study suggests the evolution of interactive media in the home is likely be slow that is, over the next 10 to 15 years - but that it will have a dramatic impact on peoples' lives. Information and enterthan 40 companies including tainment, especially video Barclays Bank, Rover Gronp games, are seen as the princiand United Distillers. The research is expected to cost np pal drivers. Advertising and home shopping and banking will follow and, the study suggests, "may later become the main commercial use of inter-

active multimedia". Prof Barwise was not swiftly persuaded of the importance of establishing the research project, dismayed by much of what he describes as the "rhubarb" written and talked about interactive mass media (IMM).

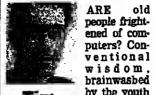
"There is too much data and not enough understanding," he said. "Our aim will be to make sense of interactive media so as to help companies decide their strategic response to the threats and opportunities." Starting as it means to go on,

therefore, the group has adopted its own definition of IMM: "Technologies which provide person-to-machine interactions that simulate an interpersonal communication exchange", a definition wide enough to include both send-ing messages back to the supplier of an information or shopping service and manipulating

a compact disc player. A question the groop will ing on interactive media. It questions whether there will be a swing away from informatioo and entertainment funded by advertising towards media paid for by snbscription. "If logging on to the Internet or online service becomes a daily ritual, rather like reading the morning newspaper, then there is more scope for a larger proportion of promotional spend transferring to there from television or print

What sort of advertising could IMM support? The study gives a fictitious example: "Watch this two-minute video on the new Ford Taurus and we'll pay for the pay-per-view movie of your choice.

## Net extends the range of grey power



by the youth culture of Sil-Jackson icon Valley

become high-tech millionaires at 25, has it that they are. The newly installed chief financial officer of one company here joked to me the other day that he was so old that his company had beeo forced to install a wheelchair ramp. He declined to give his age, but admitted under pressure to being in his mid-30s.

ventional

But there is an alternative view: people who are retired and live on fixed incomes are unlikely to gamble a couple of thousand dollars or pounds on a PC just for fun. Before buy-ing a computer, the older person is more likely to want to see others using computers successfully. When that hap-pens - when the PC has become a familiar mass-market item - older people will atart to become computer lit-

That very plausible argument is put forward by Richard Adler, vice-president of SeniorNet, a non-profit organisation in San Francisco that is devoted to bringing the power of computing technology to what is tactfully

termed the "older adult".

Adler argues that analysis of the marketing of a range of high-tech products, from the cordless phone to the answering machine, and the VCR to cable, shows the same pattern: the longer a product is around, the more closely its popularity among over-55s resembles its popularity with the rest of the population.

To back up this view, SeniorNet cites a survey, paid for by the microprocessor company Intel but conducted by an independent research company, which suggests that the market penetration of PCs among Americans over 55 rose from 21 per cent in June 1994 to 29 per cent in Novem-

clear: oldies are getting wired. That trend is provoking a reorientation at SeniorNet, which for the past 10 years has concentrated on spreading computer literacy among older people. Founded in 1986 in a church basement in the University of San Francisco, the group runs classes at 76 locations across the US.

Courses start from the most basic beginner's guide and progress to word-processing. spreadsheets, communications and beyond. They vary by location, but cost no more than \$30 for eight 90-minute sessions - a fraction of the rate charged by most private companies. Space is provided mostly by community ceotres and old people'a organisa tions. Equipment is lent or donated by sponsors, and teaching materials come from

SeniorNet's head office. To reduce the fear factor. students are taught by people of their own age, and the classes are intentionally noo-com-petitive. Yet although there are no grades and no tests, SeniorNet boasts that stu-deots routinely stay to ask questions after the lesson, and come into the classroom at other times to use the computers on their own.

Since very few old people feel they need to work oo their CVs, studeots have different reasons for signing up. Some are merely curious to learn about a technology that they have never eveo seen; ooe woman, oo entering the classroom, asked which machine was the computer. Others bave a clearer idea of what they want to use a computer for - whether it is computerising a family tree, keeping the books of a small business, or arranging mail-ings for their local church.

No matter how widely computers are disseminated, there will always be a role for a provider of low-cost training to the disenfranchised. But the arrival of PCs as con-sumer goods is allowing SenlorNet to return to an objective that it was forced to abandon in 1986 because com-

tive is to use cyberspace - the Net or private online services - to enrich old people's lives. Thanks to a deal struck with America Online, one-quarter of SeniorNet's 18,000 members are signed up to a special oldles' online service.

The discussion forums and "live chat" rooms that the service provides are carefully targeted to the audience. The topics under discussion in the seveo groups of 50 "folders" range from using Windows 95 to dealing with breast cancer.

When I checked out the live chat last Wednesday - at 11.30pm California time, or 2.30am New York time - 17 vivacious SeniorNetters were exchanging electrooic natter. exchanging electrooic natter.
Notable among them was a
lady of 75 from Keotucky who
went under the cyberspace
nom de plume of Wildcat, presumably out of loyalty to her
local basketball team. "On the
internet," said one SeniorNet
staffer, "no-one knows
whether you are 75 or 85." whether you are 75 or 85."

SeniorNet's online presence and its Internet Web site have other features. But these resources alone raise an interesting point. Critics of the Internet have pointed out rightly, in my view - that virtual reality runs a poor sec-ood to reality; that chatting across a dinner-table is more frieodly than chatting across the ether; looking at paintings in a gallery beats downloading bitmapped versions to a screeo; carrying a telescope nphill to see the stars is more fun than surfing astronomy Web pages. But many old people do not have access to these things. They are house-bound, either because of their own frailty or because they must care for spouses. Their social lives are often limited

by geography or money.

For them, as for younger people with similar disadvantages, the second-best solution of cyberspace is a great deal better than nothing, Senior-Net may seem cranky today; but a decade from now, granny power will be a powerful force in cyberspace.

puter literacy among retired Tim.Jackson@pobox.com

## A teleshopping-free zone

The future of home order TV in Germany hangs in the balance, says Judy Dempsey

f Germany's Home Order Television (HOT) had its way, it would today be broadcasting around the clock oo satellite and cable, persuading its audieoce to buy goods ranging from cars and clothes to holidays and shoes. But It cannot.

Teleshopping in Germany is severely restricted by law. Set up last autumn, HOT, which is jointly owned by Pro-7, the fast growing independent commercial television network, and Quelle, Germany's largest mail-ordering group, intended to change the Rundfunkstaatsvertrag, or broadcasting law. They also wanted to change audience-viewing habits. encouraging them to spend more time watching television and using the medium as a consumer tool.

The law states that home teleshopping must be limited to one hour a day. That applies to the state-run ARD corporation which is the public service broadcasting network for tele-vision and radio, ZDF, the second state television channel, and all the private television

and radio stations.

The reasoning behind the law had two strands or elements. "First, television is a public service and that is its priority. Second, although it is oow being debated, teleshop-ping is still considered by some of the television regulators as opinion forming and should be limited." a Landesmedieoan-

Cyber sightings

Sotheby's auctioneers

(reww.sothebys.com) is a nice

site with lots of good informa-

tion including details of high-profile featured sales, such as

the estate of the late Jacque-

dienanstalten essentially regulates television. Its main function is to ensure that a wide variety of quality programmes reaches German homes. To do this, the Landesmedienanstalten can issue broadcasting licences. It can also issue net-

that the role of public service broadcaating would not be

the Landesmedienanstalten to set up a pilot project to teleshopping on two channels in the Munich and Nuremberg

Germany's giant mail-order-ing houses, including Otto Ver-

stalten lawyer explained. The 15-member Landesme-

the watchdog for the implementation of the Rundfunkstaatsvertrag. But as the case of HOT shows, the regulators have found themselves in a quandary about how to define home teleshopping in snch a way

work access licences, and it is

undermined. HOT first received permission from the Bavarian television authorities - a member of broadcast several hours of

"We were very excited about the challenge," said Alexander Fink, a spokesman for Pro-7. We were convinced that teleshopping was not broad-casting in the strict sense. It is about distributing products. And since teleshopping is product information as opposed to opinion forming, we argued there should be a channal for such goods."

advantages. It would reduce overheads for catalogues and tbey reckon teleshopping business would increase retail sales by more than DM500m (\$349.2m) within five

> At the moment, retailers can sell their products only through non-German-based teleshopping channels. If they chose, they could sell their products on the Internet.

"Of course you are oot breaking German law if you buy products on the Internet or through the various home shopping services which are offered by banks and other institutions," a media legal

expert said.
"What distinguishes bome teleshopping which is broadcast on the public television and radio channels from the Internet and banking services is that the former is public and general, and the latter concern only the individual," she explained. That accounts for the divisions of opinion among the state regulators about

No sooner had the pilot project been set up last October than HOT sought permission from the Landesmedienanstalten to broadcast via satellite, cable, on digital or analogue and across Germany. Then the trouble started. At a meeting in November, HOT failed to win the support of the state regulators. The regulators did

sand and Quelle, can see the not even support Bavaria's initial permission to grant the pilot project to HOT. "The problem is that the

legal framework about home teleshopping is not clear," said Thomas Kreyes, of RTL. Ger-many's leading commercial television network. RTL has already campaigned in the courts to stop HOT from broadcasting, fearing an advertising challenge. After recent hearings

between the Bavarian administrative court - courts which deal with public administra-tion including the granting of licences - and Bavaria's constitutional court, the future of HOT remains uncertain. The Landesmedienanstalten

are reluctant to grant HOT a licence to broadcast, or ban it completely, because the law is unclear.

The courts are waiting for the regulators, still locked in discussions, to draw up a new Rundfunkstaatsvertrag which will set out new limits for home teleshopping. And the regulators themsalves are waiting for the European Unioo to set out broadcasting

"I think it is a matter of time before teleshopping will ba allowed in Germany," said Fink. Then the task will be to persuade the television-shy German to spend more money looking at television, and to start shopping from

(www.crummer.rollins.edu) is

the business school of Florida-

based Rollins College. A nice, useful site, with details of the

curriculum, technology ser-

vices and Information about

the local community for pro-

High Technology Careers

magazine (www.hightech

careers.com) allows users to

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site (www.tfc.com), a useful

 Stan & Dan: The Stock Guys! provide a daily fax service for short to intermediate term stock traders. At their basic web site (www.dirs.com/ invest/dfax) US residents can sign up for a free one-week

• Volunteers for Peace is a Vermont-hased organisation, related to Unesco, that organlses volunteer work camps in 60 countries worldwide. For details of programmes, check their site at www.vermontel.com! vfp|home.htm

• To Fly is Everything . . . (http://howaii.cogsci.uiuc.edu/ invent/airplanes.html) is a fasclnating virtual mnaeum describing the invention and use of flying machines. It also offers good narrative and more than 300 still photographs from the Library of

Congress collection CyberJoe's Internet Café (www.cyberjoe.co.za) in Port insurance sector.

Elizabeth, South Africa, is a Crummer Graduate School

nice site (although the graphics are a tad garish) with some interesting links to other spots in South Africa, including a useful indexed search facility through Marques Systems. Definitely an area that is worth watching.

 Deutsches Spendeninstitut Krefeld (www.dsk.de) is the site of the German Charities Institute - a tremendously comprehensive site covering every aspect of volunteer work and philanthropic organisations in Germany.

There is a dnal-language intro, but it is in German when you're searching. Quotesmith Corporation (www.termquotes.com) gives details of the rates of 160 US life assurance companies. It offers a personalised price

comparison service, for US residents only, but it is worth a browse if you're in the

www.ft.com www.usa.ft.com

## Russia's palaces plead for care and attention

A the end of February a remarkable event will take place in St. Petersburg. The old bones of the last Tsar about cities like St Petersburg, Venice. of Russia and of his family who were slaughtered with him on July 17 1918, in Ekaterinburg, will be entombed with their Romanov ancestors in the cathedral of the Fortress of Saint Peter and Saint Paul. This strange act of reparation will be a difficult one to choreograph in spite of taking place in a city designed for imperial

ceremony.

St. Petersburg is one of the very finest architectural landscapes in the world. In every way it parallels the earlier splendours of Venice, and yet it has a character and a romance entirely its own. As an important part of our shared architectural culture, the city needs a vast amount of international support. Twenty-five years ago a brilliant small organisation was set up by Englisb lovers of Veoice called Venice in Peril which has funded and carried oot the effective restoration of many important hulldings in the city. It is time

for a similar initiative for St Petersburg. In the euphoric days immediately following the collapse of Soviet communism there were mad and worrying schemes for the modernisation of the city. The plans for the giant Peter the Great tower seem to have slowed down and will probably be dropped. If it were to go ahead, it would represent such an extreme act of cultural

New Delhi, and Washington is that they were built as political demonstrations of imperial or "democratic" power - they have intense meaning which is expressed in their plans and their architecture. Although they have to thrive commercially, the reason for their existence is heyond commerce and aspires beyond

How can the palaces of Saint Petersburg be restored and repaired in a city where the only Tsar is a pile of bones; the only garrison is a force of police; the only aristocrats are the international tourists graded by the depth of their purses? Although the obvious places, such as the Winter Palace and the Hermitage, look presentable, a great deal of work is oeeded to deal with an increasing flow of visitors. Facilities in museums both for the conser-vation of art and the services for visitors are improving all over the world. Russian standards will inevitably have to change. The danger is thet the intangible quality

of these collections in palaces will be disturbed by modernisation. As a visitor in the Winter Palace, you are remarkably free - it is still possible to be the only person standing at the central window of the south facade of the palace looking at Alexander I's column imagining both the

glories of Napoleon's retreat from Russia and the horrors of Bloody Sunday. All around you are the masterpieces of Antonio Rinaldi, Bartolommeo Rastrelli Carlo Rossi, Giacomo Quarenghi, and that German genius Andrei Stakenschneider. There is a sense of a place designed to be not so moch "a window on the west" as a civilised world of its own.

The arrival in London last year of the

great Wedgwood service commissioned by Catherine the Great prompted thoughts of the little palace for which it was commis-sioned. On the elaborate travels of the Tsarist court between the Winter Palace and Tsarkoye Selo resting places were needed, it was in the suburbs of St. Petersburg oo the marshes that Catherine ordered the building of the Chesme Palace. Here courtiers dined from the Wedgwood "Frog" service, contemplating the sepia views on their plates of picturesque Brit-ish houses and landscapes. The palace and oeo-gothic chapel at Chesme today are surrounded by ugly flats.
Similarly, the beauty of the Kamenos-

trovsky palace on its own island in the Neva to the oorth of the city is compromised by its use as a sanatorium. The riverside park and English-style late eighteenth century gardens all survive and with a little help could be quite magical. But the two palaces that need help, and quickly, are the Alexander Palace at Tsar-



Dostoyevsky's "most fantastic city": the Griboedova canal and the Church of the Resurrection in St Petersburg

koye Selo and the Constantine Palace at terpiece by Giacomo Quarenghi. Strelna on the road to Peterhof, with its park running into the Baltic.

The naval presence at the Alexander Palace cannot last much longer and the restoration of the last home of the Romanov family can perhaps begin. It was from here that the last Tsar and his family were taken to their deaths. Their poss apparently survive to a large extent, having been carefully put away. Apart from the historical importance of the palace it is a neglected and hidden architectural mas-

The palace at Streins has a future, probably as a great hotel. It should become a civilised enclave away from the city, which could be reached by water. It was built in 1711 for Peter the Great by the French architect Alexandre Le Blond, and has a magnificent ballroom and glorious stables. Today it is the saddest of palaces

- romantic but decaying fast. These are the important buildings that need help and protection. Every palace has its fine outbuildings and temples and fol-

lies in the parks. While UK citizens worry about the future of the perfectly secure Greenwich Royal Naval College, the great European glories of Saint Petersburg are just as much our responsibility. The romance of Russia is strong and can inspire international support and help. It is not too much to hope that a realistic rescue be initiated for what Dostoyevsky called the "most fantastic" city.

Colin Amery

wouldn't call us atbletes exactly," mused Richie Burnett.
"Maybe leisurely sportsmen. It's
just getting paid to show off really." Half the Rhoodda Valley, a gritty former coal-mining area of South Wales, seemed to be at the Lakeside Country Club, in the heart of Surrey commuter-land. watchlog Burnett throwing bls heart out in an attempt to remain World Darts Champion.

The Lakeside's vast ballroom was packed with 1,300 partisan and highly vocal supporters. Anyone visiting the Kingsland Tavern in Southampton that night would have been in for a dull evening. The pub landlord, bar staff and most of the customers had deserted their local to cheer on Les "Danger" Wallace, star of the puh darts team in his hid for glory at the

Wallace, a 33-year-old plasterer taking a hreak from the building trade while he attempts to turn full-time darts professional, eotered wearing a kilt and carrying the cross of St Andrews. His fans were hoarse with excitement as he against lao Brand, a relative

Backstage, Burnett was watching oo a TV monitor, having already qualified for his own quarter-final "I think the game makes great TV. Watching two fellers sweat to death wanting a double-top," says Burnett. "Most people have played darts. Know how hard it can be. How many of us have ever sat in a Formula One car? You don't know what it's like to drive one. Neither

Since he won the Embassy World championship a year ago, life has changed beyond belief for Burnett. The prize-money alone was £36,000. He drives a top of the range sponsored car. In the pubs and clubs of South Wales he has the kind of celebrity that once upon a time only pulling on a red rugby jersey at Cardiff Arms Park could

"You can make a reasonable living out of it oow," Burnett says. "1 don't play many competitions. Most of the work is playing three or four



KEITH WHEATLEY

Breweries are the usual promoters of these events, as darts in Britain is a pub game. Robert Holmes of the British Darts Organi-

sation claims 8m people play regu-larly. He has no doubt of darts' true status. "It's a sport. No question. It's a very physical game," states Holmes. "The physical control of muscles and the stillness and cootrol at the oche is very, very

Up at the oche in a quest for status

The Sports Council, Britain's official bureaucracy in the absence of a Sports Ministry, is equally sure of its position. "Darts is an unrecognised activity as far as we are con-cerned," sniffed a spokesman, after consulting the appropriate manual. Snooker, curiously, does qualify as a sport as far as Whitehall is con-

Richie Burnett works out hy sparring with boxers at the local gym. He looks trim and in good shape, and could have been a contender in the long tradition of Welsh welter-weights. "There may be a few boozers and smokers left but most players want to stay fit," have a drink in the two weeks leading up to the championships.

Beer, or more specifically lager, is where darts traditionally loses credibility in its claim to ha a mainstream sport. Very few athletes in other disciplines prepare for their event with the quantities of alcohol that are part and parcel of life on the 501-circuit.

"Tonight I was careful to have no more than four pints before playing. Just enough to settle me down," explained "Danger" Wallace after his 3 sets to 1 victory over Brand. "When 1 go out with the Kinglsand team on a Monday night I like to have a real drink."

It is tempting to think this might be a leg-pull. Qualifying for the quarter-final netted Wallace nearly £5,000. Can you really play for serious money having drunk enough to doubly-disqualify a car driver from taking to the road? Obviously yes.

he says, adding that he did not In the players' ante-room, with three practice boards, the bar is doing a roaring trade.

At the sharp and, under the lights and TV cameras, things are a little different. Discreet glasses of mineral water and orange juice are the thing for the BBC, which is broadcasting the championship.

Last year 10m people watched the Sunday night final between Burnett and Dutch player Raymond Barneveld. Another 1m viawers were in the Netherlands where darts, unknown a decade ago, is enjoying huge popularity. A size-able Dutch contingent had come to Surrey this year to cheer on both Barneveld and Roland Scholten. 'We play every week in Nijmegen. It feels a little adventurous because you have to go to the pub to play,"

explains Henk Kerssies, a teacher. In his party are several other teachers, a law student and a computer engineer. In mainland

Europe, darts lacks the blue-collar beritage that in its 1970s UK hey-day made proletarian celebrities out of players like Eric Bristow. "the Crafty Cockney", and Jocky Wilson, a Scots ace with a huge beer belly and few teeth. When a Norwegian darts team visited recently they were appalled to be asked to play in pubs rather than the pristine sports centres they use

Darts has always been a little bit out on the edge: Early this century British pubs were regularly prose-cuted for allowing it to be played. It was not until 1908 that a Leeds publican appeared in court and convinced the justices that it was a "game of skill rather than chance" and thus legitimate on licensed premises. One has to agree. Even the most casual player knows how the board shrinks and the darts wohlle when only one of those tiny

segments will clinch victory.

"It's a simpla game but it's taken
me half a lifetime to be abla to stand up there and hit a double when I need it," explained "Danger" Wallace, glass in hand.

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## THE WEEK

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Anglian Water 12% Bd 2014 Asahi Breweries 7% Bd 1999 Y700000.0

Bridgend 0.1p Chemical Banking Snr FRN 2000 \$158.95 Chichibu Onoda Cement 7% Bd 1999 Y700000.0 Commonwealth Bank of Australia 12%% Nts 1998 A\$127.50 DKB Fxd/FRN Jul 2004 \$16593.75 Dixons (Cap) 634% Cv Gtd Bd 2002 2337.50

European Colour 0.775p Do 6½% Cm Pf 6.3p Get Grp 3.3p Guinness Fin 9% Gtd Nts 1996 690.0 I & S UK Smaller Co's Tst 1p Inter-American Dev Bank 121/2% Ln 2003 £6.25 Irish permanent FRN 1998 €182.67 Kobe Steel 6.9% Bd 1998 Y690000.0

Do 6.9% Bd 2000 Y690000.0

Kubota 6.9% Bd 2000

Y690000.0 MMT Computing 4.4p Mitsui Fxd Rate Nts 1999 Y400000.0 Do Fitg Rate Nts 1999 Y206667.0 Morgan Crucible 6.25p NKK 7% Nts 1997 Y700000.0 NFC 1.6p Parkland 2.2p Holls-Royce 2p Sapporo Brewaries 5.9% Bd 2003 Y590000.0

Y560000.0 Do FRN Jan 1998 Y18800.0 TR Property Inv Tst 0.42p Uny 3.8% Nts 1998 Y380000.0 Warner Howard 3.15p

TOMORROW CPL Aromas 1.6p Crown Eyeglass 4p Eksportfinans 10% Nts 1996 \$500.0 Henderson Admin 13.5p Hobson 0.4p Japan Airlines 6.9% Bd 2001 Y690000.0 Do 6.9% Bd 2002 Y690000.0 Kobe Steel 6.9% Bd 2001 Y690000.0 Oo FRN 1996 Y17090.0 Leo 1 Class B Mtg Bckd FRN 2035 £2276.04 Leo 2 Class B Mtg Bckd FRN 2032 £217.80 National Power 5.4p Powell Duffryn 8p VTech (London) \$0.025 Do (Bermuda) \$0.025

WEDNESDAY JANUARY 10 Anglo American Coal R3.0 Apollo Metals Cv Rd Pf 4p Collateralised Mtg Sec (No 11) Class B FRN 2028 £213.74 Dawson Int 1.5p Gleeson (MJ) 11.45p Guinness Fin 12% Gtd Nts 1996 £120.0 Guinness 21/4% Cv Nts 1997 IR£1250.0 Lothbury Fdg No 1 Class A1 FRN 2031 £1134.0 MBL Fin (Curacao) 8%% Gtd Bd 2001 \$887500.0

Mitsul Fxd/FRN 1996 Y8294.0 Morris (Philip) \$1.0 Northern Elec 63.5p Policy Portfolio 2p Property Partnerships 2.8p Scottish Value Tst 1p UK Estates 0.15o

THURSDAY Barclays Und Prim FRN \$305.12 Body Shop 1.08p Clyde Blowers 4p Diploma 10p Edinburgh Inc Tst 1p European Motor 2.2p Export-Import Bank of Japan 8½% Gtd Bd 1996 \$425.0 Granada 1114% Bd 2019 £1125.0 Hadleigh 1,75p Heath (CE) 3p Highland Distilleries 6p Kwik Save 14.05p Molyneux Estates 2.25p Nihon Doro Kodan 9%% Gtd Bd 1996 \$481,25 Oceana Cons 0.75p Peoples Construction Bank of China FRN 1998 \$319.44 Do FRN 2000 \$324.56 South Wales Elec 100p Tams (J) 1.6p Warburg (SG) FRN 2006 \$303.47

FRIDAY
JANUARY 12 Angle American Corp of South Africa R1.30 Argentaria Cap Fdg Class B 9% NVTG DM Euro Pf DM0.90 Bath Press 0.14p

Castings 1.22p Chrysler \$0.60 City Merchants High Yield Tst Cropper (James) 1.1p **EMAP 3.7**p F & C PEP Inv Tst 2.35p Forward Grp 3.2p Invesco English & Int Tst 0.4p Jarvis Porter 2.15p Jos 3.33p Mercury European Privatisation Tst 0.6p ML Hldgs 0.35p Morgan (JP) \$0.81 Nissho lwai 3.9% Bd 1998 Y390000.0 Pillar Property Invs 1.5p Polar 4p RPC 1.2p River Plate & Gen Inv Tst. 7.04p Shanks & McEwan 1.2p Sime Darby M\$0.165 600 Gro 0.75p Spandex 1p Standard Chartered Und Prim

Tiger Oats R0.695 Trace Computers 1p ■ SUNDAY JANUARY 14 Funding 31/2% 1999/2004

Tressury 13% 2000 26.50

Cap FRN \$297.08

Do (Ser 4) \$301.56

## **UK COMPANIES**

Do 7% Nts 1997 Y700000.0

Takashimaya 5.6% Bd 2001

TODAY BOARD MEETINGS: Barr (AG) Inspirations Treatt Calluga Ellis & Everard Westport Williamson Tea

**■ TOMORROW** COMPANY MEETING: Carr's Milling Inds, Crown Hotel, Wetheral, Carlisle, BOARD MEETINGS: Final: French Interims: Bespak Tomorrows Leisure Universal Salvage

VHE Hidgs ■ WEDNESDAY

JANUARY 10 COMPANY MEETINGS: Fenner, 23, Great Winchester Glesson (MJ), Haredon House, London Road, North Cheam, Surrey, 12.00 Shaftesbury, Pegasus House, 37-43, Sackville Street, W., 12.00 UPF, Goldthorn Hotel. Penn Road, Wolverhampton, 11.30 Wigmore Property Inv Tst, 155, Bishopsgate, E.C., BOARD MEETINGS: Pinals: Jersey Elec

**Ewart** Ryland

Dixons

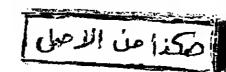
THURSDAY
JANUARY 11 COMPANY MEETING: Foreign & Colonial PEP Inv Tat, Exchange House, Primrose Street, E.C., BOARD MEETINGS: Finals: Lonnho Lowe (Robert H) : RCO Interims; Carpetright Coral Products

Jones Stroud Jurys Hotel

**FRIDAY JANUARY 12** COMPANY MEETING: Perpetual, Phyllis Court, Henly-on-Thames, Oxon,

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ARTS LONDON on opening night

**BARBADOS** wad one at this year's tica veteran Stan right) and US tusionat Partisey Lewis

## The master builder

. Andrew Clark talks to John Conklin, America's leading opera designer

magine a roomy apartment is finished, he likes to play with on New York's Upper West each element to see what it can do. side. At one end you have a panoramic view of the Hudson River. At the other, the prospect is even more absorbing. Strewn around the breakfast table are stage models, design artefacts and sketches. John Conklin's home is inseparable from his workspace.

Conklin, 58, is the leading opera designer in the US. This month he has two shows opening on either side of the Atlantic - both adaptations of recent successes at Glimmerglass, the thriving festival in upstate New York where he has just been appointed director of productions. L'incoronazione di Poppea has five performances at Brooklyn Academy of Music starting next Saturday. Don Giovanni begins a three-month run at Stockholm's Folkoperan on January 23.

The lead-time for opera is such that Conklin's mind is already on other tasks. His immediate preoccupation is Götterdämmerung, opening at Chicago's Lyric Opera on March 9. Then he must get to grips with Cavalli's Calisto and Jack Beeson's Lizzie Borden for Glimmerglass in the summer. He is also designing a musical for San Diego; a stage model for a backers' audition sits on his bookcase. Conklin works fast and thinks nothing of juggling several projects at once.

Most US companies have a Conklin production in their repertory. His collage-like, post-modern style has proved less popular in Europe: be has designed only one production in the UK - ENO's Tosca last season, for which his Roman abstractions made a striking backdrop. Conklin's work may not match the visionary quality of some leading designers, but he is hard to beat for solid professionalism.

He is also extremely prolific. Some critics have accused of him cranking out too much, because of what they see as a "family resemblance" in his designs. Conklin pleads guilty. Hauling out a drawer of cast-offs from old stage models. he spreads them over the table and starts to identify each one: a piece of panelling for the Met's I Lombardi, an arch for Chicago's Tancredi, a columned façade for a Faust that never got done.

"The way I work is controversial," he confides. "I have a repertory company of model pieces which I tend to recycle. A lot of people think that's cheating - it seems a bit derivative, like I'm canoibalising myself. They could be right, but I'm not sure everyone doesn't work that way." Conklin says that even when a set

include C. Schreiber, K.

front, the wrong piece of scenery flourishing where you never expec-ted. It's a hit like a jigsaw. You use them, interchange them, eliminate them. I hate scenery that can only be used a certain way." Conklin has had a gilded career He studied art history at Yale and made his first stage designs at drama school. In the early 1960s he

each element to see what it can do.

"I'm a great fan of the accident -

the back of the piece instead of the

spent two summers at Bayreuth, where he was mesmerised by Wieland Wagner's "seemingly abstract productions - but they weren't emotionally abstract". Returning to New York, he took what he calls the "classical American route" of assisting on Broadway in winter and designing for spoken theatre in summer. "That was my training -ten years of summerstock theatre at Williamstown, Massachusetts, We did Shakespeare and Chekhov, all very intense. Opera came later. I now try to do both equally." n that respect he is unusual,

because opera and theatre in the US do not cross-fertilise the way they do in Europe. Conklin says the word "operatic" is viewed with disfavour in American theatre circles. "It means kind of stupid excess, but also a freedom and scale of emotion that the US theatre lacks. A lot of it is economic, Regional companies can't afford plays with big casts, so people write for three characters and a single set. That's one reason why Angels in America was such a huge relief - it had bigness of scale, ness of expression." When he enters an opera house,

Conklin speaks as a man of the theatre. He is notorious for his absence on first nights, arguing that current operatic practice allows no development when a pro-duction reaches the stage. "It's painful - you're not learning anything you can do something about. Instead of it being a form of interchange between audience and stage, the audience feel they're being shown this thing, and they either understand it or they don't. In theatre, the creative team stands behind the audience, feeling it through their eyes. You have a chance to correct your mistakes. Opera should wise up on the preview system."

He is curiously ambivalent about many of the works he has designed. He regards La bohème as "the greatest opera ever written, but I can't help mistrusting Puccini - so compelling on the one hand and so trashy on the other". He has twice



John Conklin: 'It's a bit like a jigsaw. I hate scenery that can only be used a certain way'

designed The Ring, for San Francisco in the mid-1980s and now in Chicago, but dismisses it as "one of Wagner's less interesting pieces". Hindemith, whose Mathis der Maler he designed for New York City Opera last autumn, "had the dramatic instinct of a flea", and most modern operas are "too intellectu-ally worked-out - they're not written by theatre animals". His heroes are Bernini and Handel, "the perfect combination of feeling and theatre"

Conklin has reached the stage where he can afford to be choosy. He prefers directors who allow him "dramaturgical partnership": Mark Lamos, Rhoda Levine, Jonathan Miller and Francesca Zambello top his list. "I like working with people who don't come with fixed deas of what they want, who use the design process as a way of working out ideas. That gives me a chance to share in the total event. instead of giving visual form to ideas the director has already forinulated. Theatre is an organic process, it must be allowed to go off in directions that are not planned. There's nothing more boring than sitting down, planning an idea and

Although he has no desire to direct opera, his new role at Glimmerglass gives him a major voice in planning and production. He sees a future in operatic adaptations on the lines of Peter Brook's Tragédie de Cormen, because "it's a more honest way of dealing with a director's concept. We all want to counteract the feeling of 'museum opera', but if directors are unable to shape the whole of Lucia coherently, they should say this is our meditation on Lucio'. That would be better than doing something incomprehensible and telling the audience they're stupid. The andience is

sometimes right to say it's wilful nonsense." On the other hand, Conklin does not believe in giving the audience explanations. He was intrigued by the different interpretations given to the Glimmerglass Don Giovanni, in which Mozart's libertine spent most of the performance in a wheelchair. "Someone said it was like be had syphilis, which strikes me as perfectly valid. But if I'd said what my intention was - which people always want you to do - that imagery would have been blocked. The death of art is when people are made to feel that someone else - a

critic or an expert - has to interpret it for them."

He says audiences need to be challenged and mystified in ways that lead into themselves. "I would encourage them to perceive a stage picture as something they're free to wander in like a wonderful dream, with their own thoughts, feelings and reactions. You don't need to be educated in Caspar David Friedrich or Edward Hopper to do that. If you are familiar with Friedrich and Hopper, of course you're going to wan-der in a different way."

Conklin's experiences in the intimate setting of Glimmerglass have made him disenchanted with big US opera houses. He says the Met has the best technical back-up of any theatre in the world, "but I'd rather have \$1,000 and work on Ulisse with a wonderful director. When you start your career, you need money to show what you can do, but you never have it. When you're established, you have the money hut don't need it. Building a set for an audience of 4,000 may be interesting and powerful, but it's not quite the essence. All you need is a small space, a few singers or actors, and a little help from a director and designer. The rest is a cover-up."

Obituary

## Lincoln Kirstein

incoln Kirstein, joint founder of New York City Ballet; poet, patron of the arts, polemicist, collector, critic, philanthropist, died in New York last Friday at the age of 87. He had many claims to fame, as he had many interests in the arts to which he gave passionate and practical service. But It was his collaboration with George Balanchine in establishing classical ballet as an American art that must take a preeminent place in considering his achievements, and this must be

seen as the crown of his life's work. Kirstein was a man of Protean gifts and immense intellectual and organisational energy. He was one of those rare talents who touch the entire artistic life of their time. Ballet, film, literature, theatre, music, painting and sculpture all occupied his attentions. A First Bibliography, published to celebrate his 70th year, cited material under all those headings, and added to that tally writings on architecture, photography, history, politics, as well as fiction and poetry, and - in an attempt to catch the quicksilver of 473 entries "other subjects".

These many and seemingly disparate concerns were united by a guiding intelligence which was both uncompromising and uncompromisingly generous, and served as the artistic conscience of an era. This was the essentially American quality of his work: that desire to ameliorate and inspire a society to the goal of a more bumane and imaginatively rich world. Kirstein was a man whose greatness was matched by his generosity, and by the grand extent of his work as intermediary between the arts and a vast public who benefited from his genius.

Lincoln Kirstein was born on May 1907, the second of three children of Louis Edward and Rose Kirstein. (His sister was the distinguished writer, Mina Curtis). At Harvard Kirstein started the influential magazine *Hound and Horn*, in whose pages such writers as T.S. Eliot, Ezra Pound, James Agee, Edmund Wilson and e e cummings were published.

In 1928, with two Harvard classmates. Kirstein founded a Society for Contemporary Art, which was a precursor of New York's Museum of Modern Art. And in the summer of 1929, while in Venice, Kirstein was to witness Diaghilev's funeral procession. This must be seen as a portent for the future.

Kirstein was drawn to ballet, and in 1932-3 he met and worked with Mikhail Fokine, and then became involved with Nijinsky's wife. Romola, in the preparation and writing of her biography of her husband. (Matters were not made easier by Mrs Niinsky's belief that a medium could illuminate the darker passages of her still-living husband's life. The discoveries made by Little Bluebell, a spirit guide, were not, Kirstein noted, of greatest import). In London during the summer of

1933, Kirstein met George Balanchine, as the latter surveyed the imminent collapse of his troupe, Les Ballets 1933. Kirstein saw the possibility of realising an ideal he already held: the establishing of classical ballet in America. By the end of that year, Balanchine was in New York, a school was opened, and the first steps were made in the creation of the School of American Ballet and of a performing ensemble which is today New York City Ballet. Kirstein, through Balanchine, saw how to make classic dancing that was truly American, truly classic, and truly of its time.

To this ideal he devoted his energies, his knowledge, his prodigious intellectual abilities, his private fortune. In the making of school and company we may perceive the essential selflessness that was cen-tral to Kirstein's nature. For all the many other enterprises which he inspired and guided; for all his work promoting artists and sculptors (Tchelichev; Elie Nadelman); for all his writings (and his memoirs, his histories and polemics about dance, are vivid reading) Kirstein devoted himself first and foremost to the support of Balanchine's work. The result was, from 1948, the New York City Ballet, the instrument hy which the greatest choreographer of the century made classic ballet an American art. Without Kirstein this would not have happened.

The Kirstein whom I knew and revered over the years, and laughed with (he bad a wicked sense of bumour) was a figure of massive scale, the grandly modelled head brooding over the powerful body, invariably dressed in black suit, white shirt, black tie. He was immensely kind, curious about everything, loyal, a wonderful correspondent, full always of schemes and plans to help and promote the arts. His house, crowded with works of art, was an acute reflection of the diversity and impeccable taste of his artistic choices. In his later years he derived profound joy from his reception into the Catholic church, and devoted his time increasingly to writing. Mosaic, published in 1994, is a fascinating first volume of memoirs. He was married to Fidelma Cadmus, sister of the painter Paul Cadmus, who pre-deceased him.

Writing about Igor Stravinsky, Kirstein observed: "Stravinsky has always resisted canonisation . . . His mind is too active, restless, sharp, to make comfort for a solid cult. An acetylene torch is bright and cuts steel, hut it does not glow like a domestic hearth." They were true of Stravinsky, and no less true of Kirstein. His memorial is not just the New York City Ballet and its School, nor the writings, nor the careers of the artists whom he supported. It is in the fahric of America's artistic life, to which he gave so much, and so nobly influenced.

Clement Crisp

# INTERNATIONAL

## **BERLIN**

Deutsche Oper Berlin Tel; 49-30-3438401 Onegin: a choreography by John Cranko to music by Tchaikovsky/ Stolze, Conducted by Peter Ernst

Lassen, performed by the Ballett Deutsche Oper Berlin. Soloists include Raffaella Renzi, Christophe Ferrari and Franck Balbi; 7.30pm; OPERA & OPERETTA Hebbel-Theater Tel: 49-30-2510144

 Zaide: by Mozart. Conducted by Christoph Hagel, performed by the Slaatsoper unter den Linden. Soloists include Laura Aikin, Roman Trekel and Par Lindskog: 8pm; Jan 10, 12, 14 (4pm), 15

#### **■ BONN** MUSICAL

Oper der Stadt Bonn

Tel: 49-228-7281 Anatevka (Fiddler on the Roof): hy Bock. Conducted by Hansgeorg Koch and performed by the Oper der Stadt Bonn (in German). Soloists

Bellinghausen and J. Kommüller; 8pm; Jan 12

## BOSTON

CONCERT New England Conservatory -Jordan Hall Tel: 1-617-262-1120 Stephen Drury: the pianist performs works by R. Schumann, Debussy, Hyla, Cage and De Falla; 8pm; Jan 11

## ■ CHICAGO

EXHIBITION Terra Museum of American Art Tel: 1-312-664-3939 Across Continents and Cultures: The Art and Life of Henry Ossawa Tanner: this exhibition of approximately 65 works presents an overview of the artist's life and work. The display includes seascapes and images of animals and African-American life; from Jan 13 to Apr 28

## **■ COLOGNE**

THEATRE Schauspielhaus & West-end-Theater Tel: 49-221-2218400 Dia Hose: by Carl Sternheim. Directed by Torsten Fischer and performed by the Kölner Theater. The cast includes Alexander Grill, Gunda Aurich and Elfi Garden. This performance is part of a project in combination with the world premiere of Wilfried Happel's "Mordslust"; 7.30pm; Jan 12, 14, 18 Mordslust: by Wilfried Happel. Directed by Torsten Fischer and performed by the Kölner Theater. The cast includes Alexander Grill,

Susanne Barth and Markus Gertken; 7.30pm; Jan 13, 15, 18

executing it."

## DRESDEN

DANCE Sächsische Staatsoper Dresden Tel: 49-351-49110 Rot und Schwarz: a choreography by Uwe Scholz to music by Berlioz, performed by tha Ballett Dresden; 7pm; Jan 10

## DUBLIN

National Concert Hall - Geoláras Náisiúnta Tel: 353-1-6711533 National Symphony Orchestra: with conductor Kasper de Roo. flutist William Dowdall, oboist Matthew Manning, bassoonist Michael Jones and hom-player Lesley Bisshop perform works by Ketting, Mozart and Shostakovich; 8pm; Jan 12

## **■ GLASGOW**

CONCERT Glasgow Royal Concert Hall Tel: 44-141-3326633 Royal Scottish National Orchestra: with conductor Walter Waller and mezzo-soprano irina Tchistjakov perform works by Debussy, Mahler and Prokofiev, 7.30pm; Jan 11

#### HAMBURG CONCERT

Musikhalle Hamburg Tel: 49-40-346920 Cyprien Katsaris: the pianist performs works by J.S. Bach, Cimarosa, Chopin, Liszt and

#### Fauré; 7.30pm; Jen 10 OPERA & OPERETTA Hamburgische Staatsoper Tel: 49-40-351721

 Il Barbiere di Siviglia: by Rossini. Conducted by Ivan Torzs, performed by the Hamburg Oper. Solois nclude Richard Croft, Reinhard Dom and Hellen Kwon; 7.30pm; Jan 12

## ■ HELSINKI

**OPERA & OPERETTA** Opera House Tel: 358-0-403021 Carmen: by Bizet. Conducted by David Stem and performed by the Finnish National Opera. Sololists include Peter Lindroos, Ning Llang and Raili Viljakainen; 7pm; Jan 10, 12, 14 (2pm)

#### **■ LEIPZIG** CONCERT

Thomaskirche Tel: 49-341-12700 Weihnachtsoratorium (Part 4 - 6): by J.S. Bach. Performed by the Gewandhausorchester and Thomanerchor with conductor Georg Christoph Biller. Soloists include soprano V. Hruba-Freiberger and alto R. Lang; 7.30pm; Jan 10 OPERA & OPERETTA Oper Leipzig Tel: 49-341-1261261 Die Zauberflöte: by Mozart. Conducted by Jiri Kout and performed by the Oper Leipzig and the Gewandhausorchester. Soloists Include Gertrud Hoffstedt, Clarry Bartha and Sangho Choi, 7.30pm;

#### ■ LONDON CONCERT

Jan 12

Wigmore Hall Tel: 44-171-9352141 Lindsay Quartet: perform string

## quartets by Beethoven; 7.30pm; Jen

Olivier Theatre Tel: 44-171-9282252 Mother Courage and her Children: by Brecht, in a new version by Hare. Directed by Jonathan Kent and performed by the Royal National Theatre. The cast includes Diana Rigg, Edward Clayton and John Bluthal; 7.15pm; Jan 12, 13 (also

## ■ MADRID

CONCERT Fundación Juan March Tel: 34-1-4354240 Coro Santo Tomas de Aquino: with conductor Mariano Alfonso and organ-player Javier Rada perform works by Bruckner; 7.30pm; Jan 10

## MILAN

THEATRE Teatro Carcano Tel: 39-2-55181377 Twelfth Night: by Shakespeare. Directed by Ennio Coltorti and performed by Kaos (in Italian). The cast includes Renzo Montagnani and Pino Colizzi; Tue - Sat 9pm, Sun 3.30pm; from Jan 9 to Jan 21 (not Mon)

## NEW YORK

CONCERT Alice Tully Hall Tel: 1-212-875-5050 Great performers at Lincoln Center: planist Emanuel Ax performs works by Schubert, Copland, Brahms and Chopin; 2pm; Jan 14 OPERA & OPERETTA Metropolitan Opera House Tel: 1-212-362-6000

Turandot: by Puccini. Conducted

by Nello Santi, performed by the Metropolitan Opera. Soloists include Ghena Dimitrova, Veronica Villaroel and Michael Sylvester, 8pm; Jan 12,

#### PARIS CONCERT

Safle Pleyel Tel: 33-1 45 81 53 00 Ein deutsches Requiem: by Brahms. Performed by the Orchestre Colonne and the Vittoria d'ile-de-France Choir with conductor Michel Piquemal; 9pm; Jan 12 Théâtre des Champs-Elysées Tel: 33-1 49 52 50 50 Orchestre National de Lille: with conductor Jean-Claude Casadesus and bass Simon Estes perform works by Wagner; 8.30pm; Jan 11

## ■ STOCKHOLM

Kungliga Teatem - Royal Swedish Opera House Tel: 46-8-7914300 Tha Nutcracker: a choreography by Par Isberg to music by Tchaikovsky, performed by the ballet of the Royal Swedish Opera House. Soloists include Jens Rosén, Ann Brattselius (Jan 10) and Nathalie Perriraz (Jan 13); 7.30pm; Jan 10, 13

## VIENNA

Konzerthaus Tel: 43-1-7121211 Finnish Radio Symphony Orchestra: with conductor Jukka Pekka Saraste and planist Sibelius, Prokofley, Dutilleux and Ravel; 7.30pm; Jan 12

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Michael Prowse · America

## Confucius rules

America will enjoy an economic lead over Asia for decades, but it could learn valuable social lessons from the region

The US has long regarded itself as a natural role model Most experts agree that the region's success mainly for other countries. For most reflects adherence to ecoof its history it bas offered a seemingly unbeatable mixture nomic fundamentals: unusuof personal freedom and mateally high rates of domestic rial abundance. But its status saving and investment, a as a role model is now being strong commitment to educachallenged - not by sclerotic tion, and prudent fiscal and Europe, but by east Asia, a region that has enjoyed monetary policies. In a 1993 study the World Bank concluded that Asian experiments annual per capita economic growth in excess of 5 per cent for the past three decades. If with industrial policies were mostly a failure. Some US economists would growth were randomly distribgo further. Paul Krugman of Stanford University has made uted, there is roughly one chance in 10,000 that success himself unpopular in Asian would have been so regionally

capitals by arguing that the

region's explosive growth

likely to grow less rapidly

As if to confirm this thesis,

Japan's growth rate has

The virtue of thrift

over the next 30 years.

GDP growth

Savings (as % GDP)

Asian leaders are quick to reflects growth of inputs emphasise that their model of rather than improvements in development has social as efficiency. well as economic advantages. Many believe that Americans Between 1966 and 1990 Singapore enjoyed annual per capita growth of 6.6 per cent, are "too free for their own equivalent to a doubling of livgood". Lee Kuan Yew, the former prime minister of Singa-pore and architect of its ecoing standards every decade. But over this period, the employed share of the populanomic transformation, was hlunt in a 1994 interview with the journal Foreign Affairs. tion rose from 27 per cent to 51 per cent; investment as a Speaking of American society, percentage of national income rose from 11 per cent to more he said: "I find parts of it than 40 per cent, and educa-tional standards were sharply totally unacceptable: guns, drugs, violent crime. improved. Increases in inputs vagrancy, unhecoming behaviour in public - in sum the of this magnitude are unrebreakdown of civil society." peatable; Singapore (and other Asian economies) are thus

Many Americans would retort that Singapore's authoritarianism is even more reprehensible. But they would bave to concede that the quality of everyday life is impaired by crime and other social pathologies. It is a sad fact that many Americans are scared to walk the streets near their homes after dark.

concentrated, the World Bank

Is the US model of individualistic capitalism likely to be superseded in the 21st century by a brand of Asian communi tarianism that offers social cohesion as well as economic dynamism?

in narrow economic terms. the US probably has little to fear. Claims in the late 1980s that Japan and the smaller Aslan "tigers" had found a new elixir of growth based on a strategic partnership between government and

industry now seem naive. slowed (and not just during family. He is not pristine and the recent slump) as its living standards have hegun to approach those of the US. This is not surprising: it is easier to "catch up" by copying other people's technology than to blaze a new trail of one's

But while likely to remain economically pre-eminent for decades to come, the US still has plenty to learn from Asia, which henefits enormously from its Confucian cultural heritage. Earlier this century western scholars, such as the sociologist Max Weber, tended to hlame Confucius for Asia's economic backwardness.

The Chinese sage - wbo lived 2,500 years ago - was as hostile to the profit motive as the ancient Greeks. But other aspects of his teaching have stood Asia in good stead. The region's astonishing commitment to investment in "human capital" is a direct reflection of his stress on the importance of scholarship and learning, which has no parallel in western culture.

Perhaps even more important is the emphasis the Confucian tradition places on filial piety and respect for family. The fundamental difference between Asian and western concepts of society. Lee Kuan Yew told Foreign Affairs, "is that eastern societies believe the individual exists in the context of his

1989-94

US & EU: 1973-80 1981-87 1968-95

1273-80 M 1981-87 1988-95

Asia: 1978-82 1983-88

instruct and mould them. moral self-improvement, love of learning, respect for family, and thrift.

separate. The family is part of the extended family, and then friends and the wider society. The ruler or the government does not try to provide for a person what the family best

This is indeed a fundamen tal point. A case could be made that all of the US's (and perhaps Europe's) most intractable social problems reflect the fragility of the family. cause Asian nations have been able to rely on family members' Confucian sense of responsibility for each other, they have not needed to create tax-funded welfare states on the scale familiar in the west.

This has been a twin blessing. Aslan nations have enjoyed much lower levels of taxes and public spending. And since families have had to shoulder welfare hurdens, personal savings rates have also been far higher. Family cohesion, meanwhile, has helped Asia to avoid the worst excesses of American innercity violence and depravity, which are widely seen as linked to the sharp rise in the proportion of children raised ithont fathers.

From a US perspective the advantages of Asian culture are seriously diminished by Its authoritarianism. This too is a legacy of Confucian thought which saw the relationship between government and the people as akin to thet between a master and pupil. The ruler is not responsible for the people's material wel-fare, but he is expected to

There is no prospect - nor should there be - of the US retreating from its commitment to individual liberties But its society would benefit greatly if people could be encouraged, voluntarily, to adopt many of Confuclus's maxims. I fear, however, that none of this year's presiden-tial candidates is likely to run on a Confucian platform of

## LETTERS TO THE EDITOR.

Number One Southwark Bridge, London SEL 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to 444 Ed. 873 5638 (please set fax to fine), a mail: letters editor@fi.com. Translation may be available for letters written in the mail international languages.

## Turkey needs to seek growth based on traditional Moslem system of values

From Randhir Singh Bains, Sir, in his article \*An identity crisis" (January 3), Edward Mortimer rightly identifies ethnic nationalism as the likely cause of socio-economic disruption in

Turkey. However, Turkey's real problem is not ethnic nationalism but Islamic fundamentalism, which is affecting virtually every country in the Moslem world With the collapse of

communism, an ideological

vacuum has come into play in

Moslem countries, which is being filled by Islamic Lack of economic

development coupled with the west'a biased perception and

the Palestinian issue is pushing more and more young Moslems into the quagmire of Islamic radicalism.

Islamic fundamentalism. however, can be contained, as Malaysia and Indonesia have. successfully demonstrated, by developing an economic system based on indigenous social and cultural values. In other words, economic growth driven hy, not opposed to, traditional Moslem value systems. Such growth

The current economic model which tends to imitate the West almost verbatim, is bound to help rather than

Gants Hill. would not only prevent the atomisation of society, but also marginalise the religious

hamper the growth of Islamic

Randhir Singh Bains, 34 Shere Road, Essex IG2 6TG, UK

From A.D. Hoadley.
Sir, in your news item about the Turkish elections ("Fear of Islam unites Turkish political rivals", December 27), one phrase stood out in the context of the year-end contemplation of the workings of British parliamentary democracy.

There are deeper doubts, too, about the long-term dangers of exclusion from power of a political movement which is backed by more than a fifth of the population...".

In the 1983, 1987 and 1992 UK general elections the Liberal/ SDP or Liberal Democrats received 25.4 per cent, 22.6 per cent and 17.8 per cent of the vote respectively, reflected by 3.5 per cent, 3.4 per cent and

3.1 per cent of the seats. in Turkey, at least the Refah party's 21.32 per cent of the votes gave it 28.7 per cent of the seats.

May I suggest that the British electoral system deserves our serious concern regarding the long-term dangers which it breeds.

A.D. Hoadley, 16 Warren Lane, Friston. Eastbourne, East Sussex BN20 0EL,

#### Irony of why Emu could hinder aim of preserving European peace

From Mr Paul Croven Sir, Philip Stephens ("Beyond Madrid", December 15) suggests that British Eurosceptics are "entirely ohlivious of history" as "the Bonn-Paris axis guarantees British as well as European security". In writing this, he is sustaining a myth thet has been propagated since the fall of the Berlin Wall,

There is no one who doubts that peace and stability within Europe are both more likely if France and Germany are on good terms. What one might question, however, is whether this provides, and has

provided, a guarantee. Even the most enthusiastic supporters of Franco-German integration would surely agree that the cold war era was hardly a time that could be described as a period of "European security", particularly if one considers the totalitarian regimes of eastern Europe and the tensions in a divided Berlin. In addition, it was only the

presence of Nato forces

Paul Craven.

(including a large US presence) and their nuclear deterrent that, in the final analysis, prevented the Iron Curtain

from sweeping further west. Peace has been preserved in western Europe because it has been strong and free; strong enough to face up to the threat of Communism: and free in the sense that truly democratic countries (with legitimate, accountable national assemblies and full enfranchisement) have never

gone to war against each other. Ever-closer ties between France and Germany, including a single currency. may threaten key elements of their respective democratic

Ironically, therefore, Emu could actually hinder, rather than help, the commendable aim of preserving European

20 Quartermile Road, Surrey GU7 1TG,

## Separate listing proposal should be condemned

From Sir Peter Walters. Sir, Wa should have always expected that regulation of the UK's privatised industries would evolve. However the suggestion from Ofwat, the water industry regulator (Letters, December 29), that a regulated utility subsidiary should be partially listed following a takeover made by its parent suggests that the evolutionary process is going

seriously wrong.
This precedent, if it were allowed, would substantially reduce the threat of takeover for all privatised entities. At the same time, it would create large economic units which were neither controlled by their majority shareholders nor by the minority. In such an environment the dead hand of

complacency flourishes. This would have the effect of acting against customers interests. Much better to encourage efficient management to seek new ways of reducing costs and utilising assets more effectively. These efficiencies can then be passed on to benefit both custome

and shareholders in due

course. Certainly this needs to occur in a strong regulatory framework to prevent monopoly abuse but regulators appear to have these powers already. This requires management to make its choices and be judged by the consequences. No doubt there

will be winners and losers. However, in a global economy where privatisations and private finance initiatives are growing rapidly, the gains for the winners and the British economy are potentially large. The losers will be taken over or lose their jobs, as they deserve. This is how the market expects to work and what investors were led to

believe at privatisation. This precedent, if allowed would have deeply negative implications for the entire privatisation process both past and future. Politicians and shareholders should take note and condemn this idea to the evolutionary dusthin before lt gains a footbold.

Peter Walters. 64 Chester Square, London SW1W 9EA, UK

## Subtle and psychological factors in the real cost of an asset

From Mr Neil Cummins. Sir I would like to comment on Samuel Brittan's article on rational choice ("Glad tidings of dear joy", December 16/17). The article uses a wine example (a case of 1982 Bordeaux bought for \$20, now worth \$75) to examine the perceived cost of both giving a bottle away, and dropping a bottle. The point is made that in both situations the "correct"

opportunity cost). If you drop a bottle that is worth \$75, the "correct" cost to the individual is \$15. The bottle has been destroyed, it is of no use whatsoever.

rational answer is \$75 (the

There is, however, a subtle difference between the costs of accidentally destroying an asset and giving it away. To assume that individuals only gain pleasure from self-indulgence, especially writing at Christmas, is very harsh. Many people enjoy giving, and believe that "to give is better than to receive". We only need to look at the huge amount of money

donated to charities to see this Thus there will be a feelgood effect" (FGE) of giving the wine away that will partially offset the cost. The money cost of giving is still \$75, but the overall cost of

giving will be \$75-FGE. The recipient (friend, relative or colleague) will be able to enjoy the wine, and thus total social welfare will be higher than if the bottle was dropped. The donor way also benefit in real terms at a later date - the recipient may return a gift. I am sure that a millionaire

would feel happier giving \$5,000 to charity than he/she would burning \$5,000 by mistake. Again, the cost of giving is less than the cost of destroying, despite identical opportunity costs.
This care for fellow man

makes the "rational" cost of dropping a bottle greater than the cost of giving that bottle away. There are positive benefits of giving both to the individual and to society as a whole (through an actual pareto improvement over dropping the bottle). It is incorrect to assume that the costs of the two actions are the same, accurate costs include psychological costs. The key to rational decision making is to look at all effects and not just

Neil Cummins, Exeter University, A105, Nash Grove, Ciydesdale Road. Exeter EX4 4QZ, UK

топеу.

Personal View • Michael Cassidy

## marketing challenge

Co-ordination is vital if London is to be promoted successfully as a financial centre

The past year was one of considerable achievement for London as a world financial centre. The City consolidated its position as Europe's leading business centre. It attracted significant investment from continental European banks. including Deutsche Bank of Germany and ABN Amro Bank of the Netherlands. And it underlined its strength in foreign exchange dealing: about a third of world turnover is now traded through London; more D-Marks are traded here than

in Frankfurt. But 1995 also witnessed a keen debate about how best to develop a co-ordinated marketing strategy for the City. In July, the chancellor estab-lished a City promotion panel of senior figures such as Mr Howard Davies, Bank of England deputy governor, Sir Brian Pearse, chairman of Brit-ish Invisibles, and representatives from three overseas hanks.

Mr Clarke's panel has not vet shown what it is capable of, although promoting the UK's privatisation skills in South America - as the chancellor is now doing - plays to one of the City's great strengths. Next month a Treasury minister is expected to appear before City representatives to discuss the panel'a

But the creation of the panel raises questions about how to co-ordinale the work of different bodies such as the Treasury, the Bank of England and the Corporation of London with a vested interest in London's continued success.

Some argue - wrongly, in my view - that no co-ordina-tion is required. They say that the City best sells itself through its own successes and that none of the main prospective participants would consent to pool their efforts.

But there is a danger that the disparate efforts of those interested in the success of the City might confuse the very people they are trying to impress. There are two levels at which this problem needs to be addressed. First, there is the question of

how tha City positions Itself to take advantage of market opportunities. This requires There is a danger that the disparate efforts of those

the success of the City might confuse the very people they are trying to impress

interested in

decision-makers to take a posi-tion on issues such as Europewide financial services regulation and whether the UK should participate in a single European currency and sign up to the social chapter of the

Maastricht treaty. In these areas, a diversity of contributions is helpful. They are issues on which views are often sharply divided. It might be counterproductive to have one particular solution promoted by a single body which other participants are corralled

into accepting. Serious research and careful analysis are more likely to produce a consensus than the efforts of a super City body charged with formulating an overall "City view". Under the Japanese system,

a position would probably be posed by the Ministry of Finance, in France, this role would be played by the Treasury. But in the UK, the proliferation of representative organisations, such as trade bodies and exchange authorities, makes it possible to develop a flexible response.

Co-ordination of the City's marketing effort, however, is a wholly different matter. It needs energy rather than insight. And, if it reduces the present duplication of effort, it is in everyone's interests.

The current lack of liaison between many of those employed in promoting UK financial services overseas has sometimes meant that two or more City organisations have visited a given financial centre within weeks, or even days, of each other. This has caused dismay and confusion

Improvements are also necessary in other areas. For example, publications promoting the City need to be jointly prepared, giving an agreed gen-eral message and using common - and up-to-date - statistics. Finally, a list of individuals, willing to comment on City issues in the print and electronic media, needs to be organised. This would help to ensure a coherent and up-to-the-minute response to fast-moving events from someone who is actually in the thick of the action.

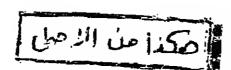
This sort of marketing coordination requires a commitment of resources, a team of knowledgeable people and a central organisation prepared to work consistently over a long period to achieve the desired objectives. It is a job which the Corporation of Lon-don would be well-suited to and well-placed to undertake.

As the City's local authority, the corporation benefits from close, but objective, contact with the square mile's business community and has a proven ability to deliver results. It is not a regulator and there would therefore be no potential conflict of interest between the role of watchdog and the task

of promoting London. By the end of the decade, I expect there to be only one global centre of international finance. A co-ordinated - and well-resourced - marketing strategy can help to ensure that centre is London.

The author is chairman of the policy and resources committee of the Corporation of London





## FINANCIAL TIMES

Number One Southwark Bridge, London SEI 9HL Tel: +44 171-873 3000 Telex: 922186 Fax: +44.171-407 5700 Monday January 8 1996

## Way forward in Mexico

A year ago, Mexico was in the early throes of a financial crisis, the harsh consequences of which will be felt for years. The Mexican economy may already be on the road to recovery, if a slow and uncertain one. But the credibility of the government, undermined by economic disaster and the scandals surrounding the previous administration, will take longer to restore than the economy.

Mexicans naturally blame the government of President Ernesto Zedillo for its part in botching last December's devaluation. Since then the economy has contracted by 7 per cent, unemployment has risen sbarply and a substantial part of the banking system has been bailed out by the govern-ment. Default was avoided only by \$38bn US-led rescue package. Even now investors have still to

be convinced of the government's resolve. But the administration deserves credit for avoiding populist responses. The pursuit of tight fiscal and monetary policies is the best bope for restoring growth. Yet it is not enough simply to

impose macroeconomic order. The slow growth that preceded the devaluation was an indication that much more needed to be done to address the structural deficiencies of the economy. At the same time, political assassinations, corruption and drugs scandals, the Chianas guerrilla movement and the widespread dissatisfaction with the electoral process underline the need for political reform.

Mr Zedillo has to manage a transition to democracy perhaps less dramatic than those in the former communist bloc but at least as difficult as the shift from military dictatorship to democracy in Chile. This means breaking the stranglehold of the Institutional Revolutionary Party on power and providing a level playing field for all political parties in elections.

Pervasive corruption

It includes, too, setting rules to avoid future large-scale corruption and may mean making an example of the most egregious law breakers of the past, while remembering that transitions to democracy normally require amnesties for some transgressors. The pervasive corruption must be reduced, because it has ensured that the deregulation of the economy has achieved less than it should.

Although corruption provides a link between economic and political reform, it would be naive to pretend the latter always makes the former easier. Political legitimacy is a necessary condition for the economic reforms needed to modernise the economy. But reforming the body politic will also raise obstacles to change.

Rubber stamp

Powerful forces will see their interests threatened. The Mexican Congress, once an obedient rubber stamp for the administration, is likely to become more obstructive. Congress has already diluted some government legislation, for example, its recent proposal for social security and pension fund reform. It is possible that other needed reforms, privatisations for example, will be rejected.

Yet the political changes are economically essential. Mexico's recent governments have been all too friendly to big business, but much of the dynamism of modern economies is in small and medinm-sized companies, many involved in the services sector. Since they lack the political clont of their big brothers, these businesses must be freed from the dead hand of local regulation and corruption. The government has identified the corrupt legal system

as a proper area for reform, Fortunately, not everything depends on securing these difficult political changes. The sharp rise in Mexican exports this year is testimony to the depth of the recession restraining domestic demand. But it also reveals the strengths of the more competitive Mexican companies that bave emerged in the last decade.

That the government has pur-sued political dialogue with opposition parties, and has moved ahead with modernising the economy, while pursuing macroeco nomic stability, is to its credit. But the recent setback has been profound. The government must realise that promises are now useless. Nothing will do except sustained and determined action.

## New frontiers in Japan

Friday's resignation of Japanese scandals has put paid to that. Prime Minister Tomiichi Murayama might have attracted rather less attention, had it not been premature. Mr Murayama was expected to resign in the spring anyway. But his decision to go early has prompted demands for an election which, though unlikely to be met immediately, reinforce the sense that Japan's political development has reached a milestone. The days of factional money politics, when the Liberal Democratic

party beld seemingly unchallengable sway, have long since gone. But the experience of Mr Murayama's awkward coalition of socialists and conservatives was as sad as the timing of his departure was surprising. From its bungled response to the Kobe earthquake, the government lurched to its half-bearted apology for Japanese atrocities during the second world war, and finally to the most recent controversy over using public funds to rescue bankrupt housing lenders. Japan has still not found a satisfactory alternative to its old

The waning importance of Japan's celebrated bureaucracy means the civil servants are no longer much help in providing continuity. The resignation last month of Mr Kyosuke Shinozawa, the top finance ministry official, over his ministry's handling of the financial crisis confirms that the bureaucrats who once beld astonishing power no longer reign supreme. It came almost exactly a year after a series of resignations at the top of the Ministry of International Trade and Industry, casting doubt on a department traditionally revered as the architect of Japan's industrial strength.

Something new

Into this vacuum comes something new for Japan: the notion that politiciana can and should stand for clearly defined policies and make it their business to sell them to the electorate. Mr Ryutaro Hashimoto, who is due to be endorsed today by leaders of the three ruling coalition parties as Mr Murayama's successor, and Mr Ichiro Ozawa, his main opponent of the New Frontier Party, can no longer advance their causes by LDP. A long series of party

Instead they must lead from the front. Both reflect the more nationalist tone of Japanese opinion. Mr Ozawa offers a programme of fiscal rectitude with greater deregulation and competition. Mr Hashimoto stresses pump-priming to restart growth. One can discern in this the nucleus of an eventual two-party system, offering real choice to voters. In the first instance Mr Hashimoto is likely to ensure, with a radical cabinet reshuffle, that the LDP retains a tight grip on power. This will serve to sharpen his own political

Pitfalls aplenty

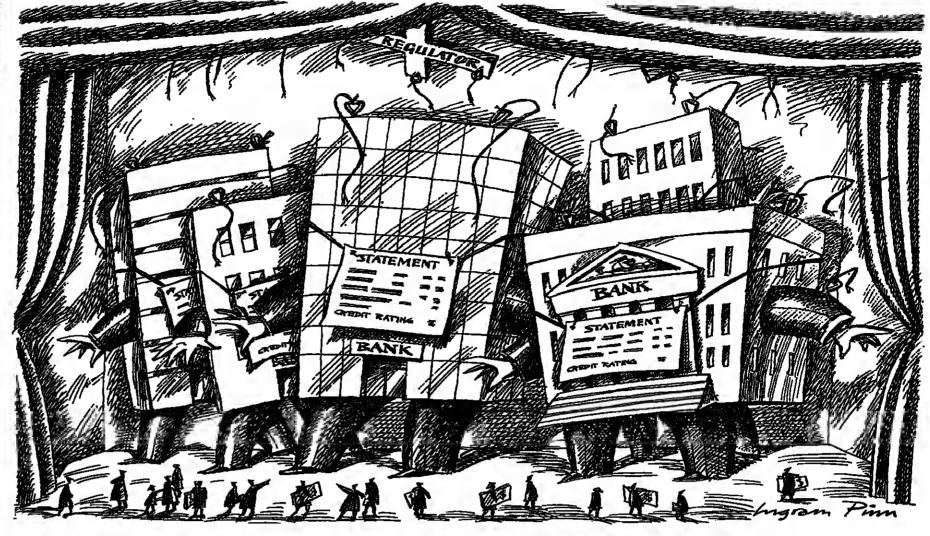
The progress to open, mature democracy has a long way still to go. There are pitfalls aplenty. A political system which pays atten-tion to public opinion is harder to manage than one which defers to the financial interests of its elite and to the pragmatic objectives of faceless bureaucrats.

The row over the housing lenders' rescue represents only part of the challenge. With more open politics Japan could become distinctly less malleable on the international stage. The alliance with the US, which is crucial to the regional balance of power, could be harder to maintain if public opinion rejected further concessions on trade, and turned increas-ingly sceptical over the desirability of US bases on Okinawa.

The task facing Japan's future political leadership is daunting. At home it must find a way of reviving economic growth, while preserving the resources to provide for an ageing population. Abroad it must play a constructive role in Asia-Pacific security, balancing China's growing power without

being seen as a threat to others. What is needed is real statesmanship of the kind that understands bow to mould and steer public debate as well as merely reacting to it.

The hope must be that, as they adapt to the new political reality. Mr Hashimoto and Mr Ozawa learn to provide such leadership from their respective corners. Only when Japan's democracy is both vibrant and transparent will dispensing and receiving favours in the smoke-filled rooms of the stantial economic strength.



## Depositors take centre stage

New Zealand has broken with the traditional approach to regulation by relying on markets to discipline banks, says Peter Montagnon

has become renowned for pioneering economic and political reforms that have boosted its competitiveness. The country has been most radical in its public finances, where a unique system of fiscal accounting requires the government to produce a regular balance sheet setting out its net worth. New Zealand also has an independent central bank, headed by a governor who can be sacked for failing to meet inflation

Now the process of change is reaching the country's banking sys-tem, with the introduction this month of a new system of regulation that will rely on the markets to discipline the banks rather than a government regulator.

The new system, which has been three years in preparation, will quarterly statements about their activities to the Reserve Bank, the supervisor. Each bank will have to display a two-page summary of this in every branch to allow depositors to decide whether the institution is trustworthy. It will then be np to the customers rather than the Reserve Bank as snpervisor to decide whether they are sound

enough to remain in business. This is a radical departure from the traditional rules agreed under the aegis of the Bank for International Settlements whereby civil servants are responsible for monitoring a bank's bealth. Though the Reserve Bank has a residual responsibility for protecting the system, it will not bail out a bank that gets into trouble. And if depositors lose money in the process, that is tough luck on them too.

Already the new system has caught the attention of other regulators and cantral banks, partly

because it seems to get round the age-old problem of moral hazard that besets the traditional approach. If the authorities will rescue any bank that is threatened with collapse, there is little incentive for managers to rein in risks. Moreover, supervisors cannot be blamed for not noticing if things are starting to go wrong. New Zealand's system puts the

onus on directors to ensure their institution is sound. They are required to confirm publicly that a bank has adequate systems to monitor and control risk. Directors who are shown to have been negligent in checking this may be sued by aggrieved creditors of a failed insti-

According to Mr Don Brash, governor of the Reserve Bank and one of the architects of the new system, this is the nub of the whole idea. prevent the recent losses at Daiwa Bank which built up over 11 years. And with Barings, the fatal build-up of liabilities happened so fast that even quarterly reporting would not have spotted the problem.

In cases such as Barings and Daiwa, bowever, it was faulty internal control systems that were at the root of the problem. Mr Brash argues that only the directors are in a position to establish robust systems to monitor the business and avoid such losses. The circumstances under which the losses were able to arise might not bave occurred had they asked the right questions - for example over whether responsibilities for trading and settlement had been separated. But this argument presumes that independent directors will have more expertise in probing control systems than professional bank

"It's very hard for independent

directors to understand and monitor the risks," says Sir John Anderson, chief executive of National Bank, a Lloyds Bank subsidiary. "You'd wonder wby anyone would want to be one," adds Mr Chris Moore, banking professor at Massey University in Palmerston

Bankers also fear that their quar-terly reports may be open to misin-terpretation – for example, large seasonal fluctuations in profitability could jeopardise confidence unnecessarily. And the reports may undermine commercial confidential-ity, because analysts would be able to guess which borrowers had run

up particularly large debts. Another worry has been over-disclosure of so-called market risk for example, a bank's exposure through the derivative markets to sudden changes in interest rates. mat for market risk means this part of the reform will only enter force

r Simon Carlaw, executive director of the New Zealand Bankers' Association, says there is "considerable scepticlsm" over whether any formula can be devised that means anything to the public and still does not damage an individual bank's competitive position. For Mr Brash, however, the change is an opportunity to upgrade bank boards and weed out directors who are not properly qualified.
"We'll have smaller bank boards in future and probably somewhat bet-

ter paid directors." He is also quick to defend the scheme against other criticisms. Traditional supervisors worry that there will be less opportunity for assessing the quality of a bank's loan book. The supervisors can discuss the identity of individual large borrowers as well as raise questions over the amount a bank has lent. The supervisor can raise that ques-tion privately. But, counters Mr Brash, knowing a large borrower's identity simply puts the supervisor in the awkward position of being

the ultimate arbiter of credit risk. Similarly be denies suggestions that the new system relies too beavily on credit ratings issued by agencies such as Moody's or Standard & Poor's. Banks must publish their rating as part of their quarterly statement and disclose the absence of a rating as well. They will thus in effect have to comply with standards on, say capital adequacy, imposed by the agencies.

Mr Brash turns out to be a great fan of these organisations. They have a strong incentive to get their judgments right, he says, or their reputations will collapse. They can also grade a bank, whereas for a supervisor the issue is black or white. Conventional supervisors cannot warn publicly if a bank's condition is deteriorating; they can act only when it is too late.

International reaction to date suggests the idea of market discipline appeals more to the economists in central banks than their professional bank regulator colleagues. Cynics might argue that regulators are more sceptical because many would become redundant if the new system took off. But, being close to the coalface, the regulators can also see the possible pitfalls.

The main one is whether depositors have the skills to decide whether an institution is trustworthy. It is hard to imagine Mr and Mrs Smith of Taranaki scrutinising and understanding the two-page statement before

Bankers also say that New Zealand will be relying on the foreign ownership of most of its banks to avoid embarrassing collapses - all but two of the country's banks are controlled by foreign parents. "Why this works is all because of the overseas ownership of the majors, says Sir John Anderson of National Bank. "There's very little risk of

anyone falling over."
Mr Brash admits New Zealand is to some extent riding on the coat-tails of regulators in other countries who are responsible for supervising the parents of New Zealand banks. But he says New Zealand would probably have gone ahead even if most of its banks had not been foreign-owned with head offices supervised by regulators abroad.

Although they expect other regulators to focus on how effectively the new system disciplines direcexportable the model is.

For example, it is unlikely to be attractive in countries where depositors are protected by some form of insurance against loss if their bank collapses. This pnts greater pressure on regulators to supervise banks more actively since the cost of bailing oot the depositors falls on the government and other banks which provide the insurance. With no deposit insurance, the New Zealand Reserve Bank is under less pressure to be the guardian of the industry's responsibility.

But other regulators cannot afford to stand back and let the market do its work.

"It's a basic philosophical issue," says Mr Moore of Massey University. "Either you believe that a lender of last resort and deposit insurance is the way to market stability. Or you believe in the market finding its own solution. You canopening a savings account, not really mix the two."

## BSERVER

## Not so still waters

■ UK fisheries minister Tony Baldry, who has angered Cornish trawlermen by allowing Spanish and Portuguese fleets into the much disputed "Irish Box" waters between western England and Ireland, might consider a tougher

A robust stance certainly doesn't seem to have harmed the career prospects of his Canadian counterpart, Brian Tobin, who was also a little-noticed junior minister until he piloted Ottawa's imaginative and aggressiv strategy in last spring's North Atlantic "turbot war".

Having ordered the seizure of a Spanish vessel on the high seas, Tobin then engineered what must be every fishery minister's dream photo-opportunity by displaying the trawler's illegal nets outside the United Nations building in New York.

The spunky Newfoundlander. who started working life as a television reporter, has not looked back since. Today he is expected to make himself available for election as Newfoundland's premier when the present incumbent, Clyde Wells, steps down next mouth.

No other contenders are likely to enter the ring against the man who has become known from coast to coast as "Captain Canada". Meanwhile, Tohin, 41, is actually

reckoned to have his eye on a bigger catch still. Of course, if he really hopes to be prime minister, he will need to learn French. Then again, if and when his time comes, it could be that he is Captain Canada, sans

Bedside manners It is not just political fends that

are clouding tha air around the bedside of Andreas Papandreou. Jostling for attention on the sixth-floor of the Onasseion Cardiac Hospital, where the Greek prime minister is recovering from pneumonia, are the prime minister's wife, Dimitra Papandreon, and his daughter

Sadly, Sophia is not on speaking terms with her stepmother. Like the Greek politicians who are trying to persuade Papandreon to resign, she thinks that Dimitra monopolises too much of the prime minister's rather limited visiting

She also objects to Dimitra's efforts to assist recovery with flasks of holy oil, Byzantine icons and other bits of Orthodox paraphemalia

So there was scant sympathy when Dimitra collapsed last week, suffering from what turns out to be a bout of hepatitis. With Dimitra currently unable to visit her husband for risk of infection, members of Papandreou's

Panhellenic Socialist Movement also reckon they have a better chance of getting him to step

down. But they want the request to come from the family. George Papandreou, the prime minister's eldest son and the education minister, says he will try in the next lew days. Sophia will no doubt be there too, standing guard at the door.

Down and out

Is nothing sacred? From the start of this year, the BBC World Service, beset by the exigencies of its shrinking Foreign Office budget, has axed broadcasts to France.

Now it emerges that it will be soon on air in Auckland, New Zealand - accompanied by two minutes of commercials every hour. Whatever will the radio service's hugely decidated audience in far-flung corners of the globe make of the trend?

Well, it is one such listener, Chris Woodward, an English-born businessman, who is responsible for this nudge down the slippery slope. Devastated when the World

Service suddenly went off air in his Auckland suburb, he approached the BBC, who kept promising the service would be back. Except nothing happened - until Woodward involved his own company Worldwide Broadcasting and sunk NZ\$1m plus (\$655,308)

into a project that would allow his Kiwi neighbours to hear London calling once again.

While the BBC has agreed to pay the cost of relaying the service by satellite to Auckland, Woodward is on his own from there on. He faces start-up costs of around N7\$450,000 (\$294,888), and reckons the first year will cost him some NZ\$600,000 (\$393,185). Hence the advertising, which he promises will be "appropriate".

Nor will there be any missed programming, thanks to a "magic box", designed and built in New Zealand, which condenses an hour's worth of broadcasting into 58 minutes by removing the pauses in speech. "You just cannot tell the difference" he says - surely a relief to some of those politicians who sound shrill enough even at normal speed.

Ash hash

good either?

■ Aren't Benson & Hedges' copy

writers playing with fire? An advertisement currently running in Germany depicts a volcano belching thick clouds of smoke, with a caption underneath to the effect that "Mother Earth

smokes too, after all". How long before some passive smoking bore points out that proximity to Vesuvius didn't do the residents of Pompeii a power of

## "Financial Times

100 years ago United States Bond issue It was stated last night that the

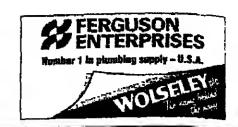
United States Treasury was already receiving sealed applications for the new Bond issue from the public. Market men were, however, more interested by the assertion that these applications are being received without any deposit being asked for. Evidently the Treasury intends the "stags" to have a good time, and we are not surprised to learn that the applications are very numerous Assuming our information to be correct, we can quite understand the exultation on the part of Uncle Sam at the prospect of untold gold which awaits him.

50 years ago

Greece faces disaster Matters have gone from bad to worse and have now come to a head. Commodity prices have doubled since 1st December and are now as much as nine times the 30th June level. A 100 per cent increase in wages has just been anthorised for December to make the general level five times what it was in June. The main feeling in the country is one of disillusionment bordering on panic. The whole country is convinced that a foreign loan is necessary to save the situation and there is a belief that this will not be granted.

## FINANCIAL TIMES

Monday January 8 1996



## Banks poised to block reforms plan at London Stock Exchange

The London Stock Exchange faces further controversy over proposals to reform the way in which shares are traded following the abrupt dismissal last week of Mr Michael Lawrence. the exchange's chief executive. Large investment banks are

now poised to block a choice of methods for trading sbares in the largest companies in the wake of Mr Lawrence's sacking for having lost the confidence of the exchange's 350 members.

The issue will come to a bead with the publication of a consultation document on share trading reforms which is due out this week. The document is set to include the option of a "hybrid"

Hashimoto

judging by calls over the week-

end for a snap general election by

But despite the public criti-

cism. Mr Hashimoto started to

draw up s new cabinet on tha

weekend, in which 13 of 20 posts,

including finance and agricul-

Mr Hashimoto needs strong fig-

ures in charge of these two min-

istries to fend off opposition

attacks on the allocation of pnb-

lic money for the liquidation of

lenders to the companies, are the

main beneficiaries of the bailout.

One candidate cited by party officials to succeed the NHP's Mr

Takemura as finance minister, is

Mr Seiroku Kajiyama, an LDP

veteran who helped Mr Hashi-

moto become party president last

not seek a job in the new cabinet.

Yeltsin's list

Yeltsin to appoint a close confi-

dant who would unquestioningly

implement his views. Some com-mentators have tipped Mr Dmitry

foreign policy adviser. He is

Mr Kozyrev and has argued for a

more assertive foreign policy.

believed to have been a critic of

Despite the assertion that there

would be no change to foreign policy, the liberal Nezavisimaya

Gazyeta newspaper suggested Mr

Kozyrev's departure could lead to

a new approach. "It is obvious

that the course which the new head of the foreign ministry pur-sues will differ strikingly from

But western diplomats said the

differences were likely to be

merely cosmetic. They said it was already evident the Kremlin was

intent on pursuing a more asser-

tive policy. "The change in Rus-

sian foreign policy has already taken place. It was just that

Kozyrev was unable to articulate

that of Kozyrev," it said.

Continued from Page 1

the bousing loan companies. Agricultural co-operatives, big

ture, would be from his party.

all Japan's leading newspapers.

Continued from Page 1

However, leading investment banks that currently act as marketmakers on the exchange by offering to buy and sell shares are likely to insist on a single method of share trading, rather than brokers having a choice.

Currently, the marketmakers

commit themselves to quoting buy and sell prices for the shares in which they trade at all times. Mr Lawrence's apparent open-ness to a hybrid, combining marketmaking with an "orderdriven" alternative - allowing brokers to place on screen offers to buy and sell only those blocks of shares they want to trade at that moment - contributed to

Some marketmakers disliked a

marketmakers' distrust.

board meeting on November 30 to adding "bells and whistles" to tha current marketmaking system. They felt he was underestimating the impact of a hybrid trading system.

However, Mr Lawrence Is thought to have been largely conketmakers that a hybrid was impractical. A technical specification for

Sequence VI - the exchange's planned new electronic trading

platform - envisages a purely order-driven trading system. The committee deciding on forms to coincide with introduction in August of Sequence VI is now dominated by marketmakers following an intervention by

able business would move to the order-driven alternative while they would still have to commit capital to a marketmaking system which would be largely used for the less profitable trading, reducing their returns. Some marketmakers may

accept an order-driven system for the top 350 shares in the belief that large investors will still have to buy and sell big blocks of shares through them rather than on order-driven trading screens.

The steering committee to guida reforms was expanded to include three marketmakers following an intervention by Lord Rockley, chairman of Kleinwort Benson, and Mr Martin Owen, chief executive of NatWest Mar-

## High hopes for low-rise Chinese city of the future

Wuhan development offers solution to housing crisis

By Simon Holberton

aking shape in the northern suburbs of Wuhan, an industrial city on the Yangtze River, is an experiment in public bousing which is proving to be one of the solutions to China's chronic inner-city bousing problems.

On a 66 bectare site a Hong Kong property developer is building low-rise apartment buildings which, at first sight, would seem in keeping in a more developed Asian city. Indeed the comparison New World Development September. Mr Murayama will likes to make is with Shatin, a town in Hong Kong's New Territories and one of the more desirable places to live in the colony. But while a 55 sq m flat in Sha-

tln costs about HK\$2.5m (\$323,500), the bousing in Wuhan is for people on low incomes and costs just Yn80,000 (\$9,600) for a similar-sized flat. Known as anzhu (peaceful living) bousing, it is part of a massive effort at urban renewal in China's inner

It is also part of a solution to the reform of welfare and state enterprises. Large state-run companies in China provide cradle-tograve welfare for their employees, including heavily subsidised bousing. Anzhu housing, bowever, is for owner-occupation.

Companies may make loans to employees to assist them in the initial purchase, but thereafter it is up to the homeowner to maintain the property. This relieves the enterprise of responsibility for upkeep and, as the anzhu estate will have schools and hospitals, of associated social welfare obligations as well.

"The government can't afford to subsidise all the citizens who need housing," says Mr Nam Bin-liang, director of housing in Wuhan. "What is good for the government and the people is for



foreign investors to come in, bring in capital, and build something local people can afford.
"It's the dream of all in Wuhan

to have their own toilet, washroom and living space. In old Wuhan, many have to go to a public tollet or bath. Our research shows that people strongly desire their own self-contained living space."

At Evergreen Gardens, as the is known, there are nine different types of apartment building located on sweeping avennes. When completed in 2000, the development will bouse about 60,000 families and contain seven primary schools, four high schools, a hospital and a commer-

The buildings are no higher than six storeys because they do not contain elevators but, that modern convenience aside, the flats are roomy and meet the city's requirement that people have at least 8 sq m of living space each, excluding kitchen, toilet and hallways.

The project, begun two years ago, has become a magnet for officials in charge of bousing in other Chinese cities. "Many cities from all over China have come to look at Evergreen Gardens, and they come frequently," says Mr Zhang Ke Xiao, director of the Wuhan municipal urban and rural construction committee,

New World Development made its name as a property developer in Hong Kong, but during the 1980s expanded on the mainland into roads, bridges, power stations and low cost bousing. It is particularly active in

Wuhan, where it has a hotel and a department store along with near 50 per cent interests in the city's airport, the toll road from the airport to town, and a toll bridge over the Yangtze. The company recently incorpo-

rated a subsidiary, NW China Homeowner Development, which will own New World's interests in low cost bousing in China. In a private placement of shares, New World raised \$215m from foreign investors which, with the \$275m it put up, gives Homeowner Om to invest in low cost innercity housing projects.

It has told investors it can earn a net return on their investment of at least 25 per cent because Wuhan has waived most taxes and charges associated with property development.

The company only has to pay land usage tax of Yn25,000 a hectare instead of the usual Yn250,000 to Yn300,000. The city has waived taxes and fees it would normally charge developers for sewerage, power, education, and licensin

in addition, 30 per cent of the housing built is able to be sold on the open market at market rates. A recipient of onzhu bousing pays only Yn910 per sq m, while market rates in Wuhan suggest the company might be able to sell the flats for between Yn2,000 and

Yn2,500 per sq m.

But for Wuhan, it is not the complete solution to its housing problems. The city's authorities estimate they need to build 2.8m sq m of housing a year to meet tha demands of renewal and pop-

## THE LEX COLUMN

## Plus ça change?

The government has backed down and the strikers have gone back to work: it is almost as if the wave of social unrest which brought France to a virtual standstill last month never happened. Not quite, though: the government caved in on the issue of pension reform, but is pushing through sub-stantial spending cuts, which, in conjunction with tax increases, will eat into France's budget deficit. The cost of the upheaval was that slow growth turned into decline. The economy is still digging its way out, and there is very little chance of achieving the 2.8 per cent growth in 1996 forecast by the

Was it worth all tha trouble? Definitely. France still needs pension reform, but the current system will not implode for around 30 years - way beyond most investors' time horizons. Furthermore, France's problems are no worse than those of many other European countries.

Meanwhile, progress bas at least been mada on budget deficit reduction. Slow growth still means that France will probably fail to meet the Maastricht budget deficit target of 3 per cent of gross domestic product. But provided it can kick-start the economy fairly rapidly, it may overshoot by only half a point or so. This should not necessarily prevent France from joining a single European currency in

To achieve sufficient growth even for that, France needs to cut interest rates rapidly. Luckly, the German economy is not in great shape either. This means that the Bundesbank is likely to cut rates further in the next few months, giving the French authorities some room for manoeuvre.

#### US budget debate

The sight of thousands of returning US government workers following President Bill Clinton'a latest concessions in the disruptive budget debate should do something to boost investor confidence. Both the Democrats and Republicans are now committed to fiscal restraint in the form of a balanced budget by 2002. Even if they still differ on bow to get there, the gap between the two is undoubtedly narrowing, raising the likelihood of an agreement that would provide a favourable environment for further cuts in US inter-

Nonetheless, the financial markets have already written in a sufficiently rosy scenario that it is hard to see scope for substantial further gains.



1991

True, if there is agreement, it will remove current uncertainty, so a kneejerk rise in bond and equity markets is to be expected. But with Treasury bond yields already around the 6 per cent mark, there is only limited scope for further improvement. Besides. no agreement on balancing the budget could be set in stone - any meaningful change in economic conditions would make it impossible for future governments to meet the targets.

in the short term, there are still considerable risks. Any signs of an upturn in inflationary pressure would shatter current expectations of rate cuts, undermining both bonds and equities. And in the lead-up to an election, there is plenty of room for nasty surprises. However, investors can take some camfort from history - the equity market has risen in 10 out of the last 12 election years.

#### UK regulation

According to their critics, privatised utilities are a gold-mine for investors. The reality is rather different. Although the water and electricity sectors have bandsomely outperformed the market since privatisation, British Telecom and British Gas have both underperformed by nearly 20 per cent. Nor is this the end of the story: the further businesses get from priva-tisation, the more difficult they will find it to outsmart regulators by pulling cost savings out of a hat. It is not surprising, therefore, that investors are wary of regulated businesses.

What really irks them about regulation, though, is its unpredictability. The rules are sometimes simply unknown. During last year's spate of electricity takeovers, for instance. everyone would have benefited from n clearer statement of ministers' criteria

for deciding whether to refer bids to the Monopolies and Mergers Commis sion. Or take the water sector, whenthe regulator urges companies to share unexpected efficiency gains with customers in return for a vague prom. lse that good beliaviour will be rewarded at the next review. In reality, no one can judge bow the regulator will take early payouts to custom ers into account.

This is not the only area where the water regulator has his own approach. Unlike his peers, he thinks special dividends should be matched pound for pound with payments to customers And he wants companies to list some of the shares in their regulated business when they become part of a bigger group, in both cases, water compa nies are subject to rules which other companies are not - simply because of the beliefs of an individual.

The fact that rules vary between industries, even wheo the same issue is at stake, serves to remind investors that rules may tast for only as long as regulators hold their jobs - and sometimes not even that long. The electricity regulator's dramatic voite-face last year is a case in point. The Labour perty's proposed windfall tax is another. And the government's alternative to a windfall tax - nabbing a big chunk of the value of the National Grid for customers - was another.

The worst uncertainty of all is that the regulatory regime could be rewrit teu from scratch. The gas regulator is already consulting on the idea of sharing unexpected profits with customers for British Gas's TransCo business, And the Labour party would like to apply this wheeze more generally,

Profit-sharing in this way is a bad idea because it reduces the incentive to cut costs, which is the only way to benefit customers in the long run. Moreover regulators now have years of experience of price regulation under their belts. A new system would simply provide utilities with lots of new opportunities to evade

Root-and branch upheaval is not the way to make regulation work better. A more promising step forward would be a clear set of common basic principles. agreed between the regulators and designed to outlive any individual. The results - more consistency, stability and an end to remventing the wheel at every price review - would be good news for investors. By reducing regulatory risk, and hence the cost of capital, it should benefit customers

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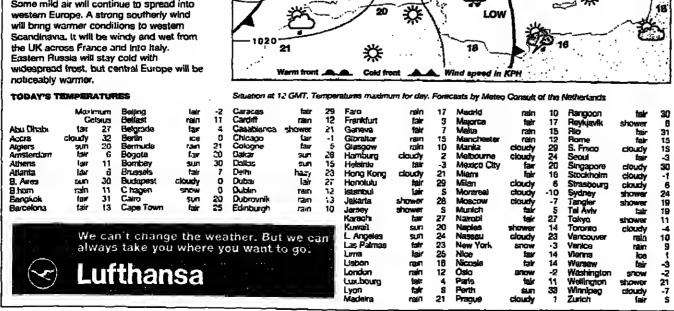
## **Europe today**

A front bringing cloud and patches of treezing rain will move slowly over Poland and the northern Balkans. Western Europe will have mild and rather windy conditions. Storm force southerly winds and heavy rain temperatures will be higher than the seasonal average. Regions of eastern France and the Benelux will have some fog. Low pressure over southern Italy will cause rain from Hungary to western Greece and

have a thaw preceded by light snow or ice. Mountainous regions of the Balkans will have blizzard conditions. The Ukraine and northern Russia will stay dry with severe frost. Spain will be sunny on the east-coast but rain will move in from the west in Spain and Portugal.

## Five-day forecast

Some mild air will continue to spread into western Europe. A strong southerly wind will bring warmer conditions to western the UK across France and into Italy. Eastern Russia will stay cold with





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